



Workforce, Technology, and the New Economy in Public Procurement

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center4procurement.org/ganigp

Simplar

- Consultancy, Research, OCM, and Trainers
- Expertise with all parties (owners & vendors)
- Provide consulting, tools, training for:
 - Procurement & Sourcing
 - Project Delivery
 - Organizational Readiness & Transformation
 - Risk-based Partnering & Planning
 - Project & Risk Management, Project Controls
 - Performance Measurements



Simplar

- Becoming a **Client of Choice**
- Becoming a **Performance-Based Vendor**
- Other things:
 - Industry Benchmarking
 - Human Dimensions
 - Talent Development
 - Workforce Studies
 - Exploratory research
 - Policy & Regulations
 - Standards & Templates



20+ Years | 150+ Owners

3,000+ Projects | \$15+ Billion Procured

Information Technology

Networking Help desk services
Data centers eProcurement
Hardware
COTS software
ERP systems

Facility Management

maintenance custodial
landscaping conveyance
security service pest control
building systems
industrial moving
waste management
energy management

Health Insurance/ Medical Services

Manufacturing

Business / Municipal / University Services

dining retirement fund
multi-media rights material recycling
fitness equipment bookstores
online education furniture
document management
property management
audiovisual
communications systems
emergency response systems
laundry

Construction / Design / Engineering

Infrastructure	Renovation	DBB
Municipal	Repair	CMAR
Laboratory	Maintenance	DB
Education	Roofing	IDIQ
Hospital	Specialty	JOC
Corrections	Demolition	Low Bid
Financial	Development	IPD



Google



GP
Georgia-Pacific



**PROJECT PARTNERS
AND PARTICIPANTS:**

-  U.S. General Services Administration (GSA)
-  US Army Medical Command
-  Arizona State University
-  Canon
-  State of Oklahoma
-  City of Phoenix, AZ
-  University of Minnesota
-  State of Alaska
-  Rijkswaterstaat (Dutch public works & water management)
-  Aramark
-  State of Oregon
-  State of Idaho
-  University of Alberta
-  Boise State University
-  United Airlines
-  Neogard / Jones-Blair
-  Tremco
-  Bank of Botswana
-  General Dynamics C4 Systems
-  Salt River Project (SRP)

-  US Air Force Logistics Command
-  US Coast Guard
-  US Embassy (Botswana)
-  US Army Corps of Engineers
-  Federal Aviation Administration
-  IBM
-  Brunsfield
-  Qwest
-  Honeywell
-  City of Peoria, AZ
-  University of Idaho
-  University of Hawaii
-  University of New Mexico
-  Entergy
-  Sodexo
-  Chartwells
-  Dallas Independent School Dist.
-  Olmstead County, MN
-  City of Roseville, MN
-  Hennepin County, MN
-  Scenter
-  Abengoa Solar
-  City of Sitka, Alaska
-  US Solar
-  Rochester Public Utilities
-  Harvard University
-  Denver Health & Hospital Authority
-  State of Missouri
-  State of Washington
-  Idaho Transportation Department
-  State of Georgia
-  Arizona State Parks
-  United Excel
-  East Valley Institute of Technology
-  Arizona Public Service (APS)
-  Rochester School District
-  Fann Environmental
-  Idaho State University
-  On Semiconductor
-  Pearson
-  State of Wyoming
-  Idaho Department of Corrections
-  City of Miami Beach, FL
-  Lewis & Clark State College
-  Hawaii Department of Transportation
-  Baptist Health
-  City of Columbia, SC
-  PECO Energy
-  Intermediate District 287

PARTNERS



Google



TREMCO



Georgia-Pacific



NASPO



Environment Protection Authority Victoria



LAWA LOS ANGELES WORLD AIRPORTS

evergy



NATIONAL ACADEMY OF SCIENCES

uOttawa



Kiewit



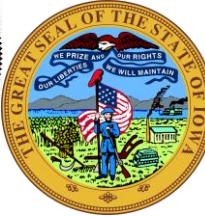
Banner Health



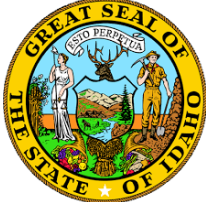
BRITISH COLUMBIA



LEDUC COUNTY



Kansas City Kansas Community College



WADDELL & REED



City of Lawrence KANSAS



COMPASS GROUP



UNIVERSITY OF CALIFORNIA UC RIVERSIDE

Tell You

Leader or Manager?

- The Future Needs Great Leaders, Not More Managers
- What is the difference between a Leader and a Manager

Leader or Manager?

- What is the difference between a Leader and a Manager

Manager = someone you have to work for

Leader = someone you want to work for

Process vs. People

Although Procurement is primarily about processes and procedures...

... a majority of time is spent interacting with people



Leadership Questions?



How can you easily change others?



How can you easily control others?



Q: "How do you get some one to do the job you thought they were hired to do?"



Leadership Realities

- People don't always listen – even if your right & have data
- Everyone thinks they are doing the right thing
- You cannot easily control others
- You cannot easily change others

“People Skills”

**are among the most
important attributes of
effective Procurement
& Supply Chain
Professionals**



Importance of the People

The ability to realize

innovation,

risk minimization,

value creation, &

cost reduction

will not exceed the
capability of the
people doing the work

Limited Pool of Expertise

- There is a limited pool of high performing experts and experienced personnel
- *Also varies by*
 - Moment in time (when the solicitation/work is needed)
 - Location (geography)
 - Market/Sector
- Organizations also commonly underestimate the cost of working with average and low performing vendors

KEY TAKEAWAY

Clients & Buyers (+Vendors & Suppliers)
are in competition with each other
for the same
limited pool
of skilled personnel

Not Enough

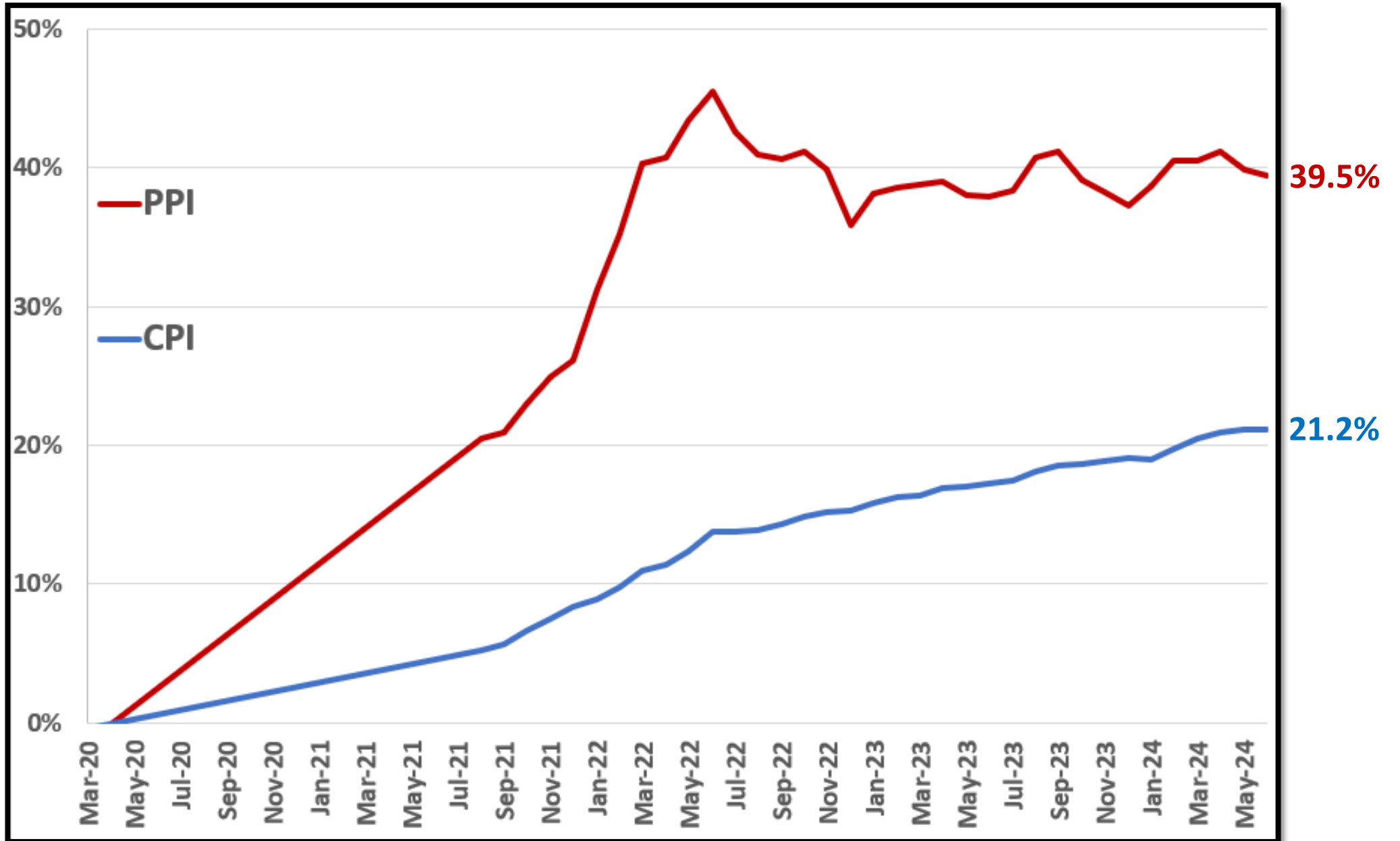
- There are not enough skilled workers for the current need and future need (worsening)
 - 29% of firms have lowered hiring standards
 - 42% of firms have increased spending on training
- Great organizations/companies will be those that learn the fastest to do more with less
- Needs: Better Approach + Technology All Centered on People

Show You

NOTICE:

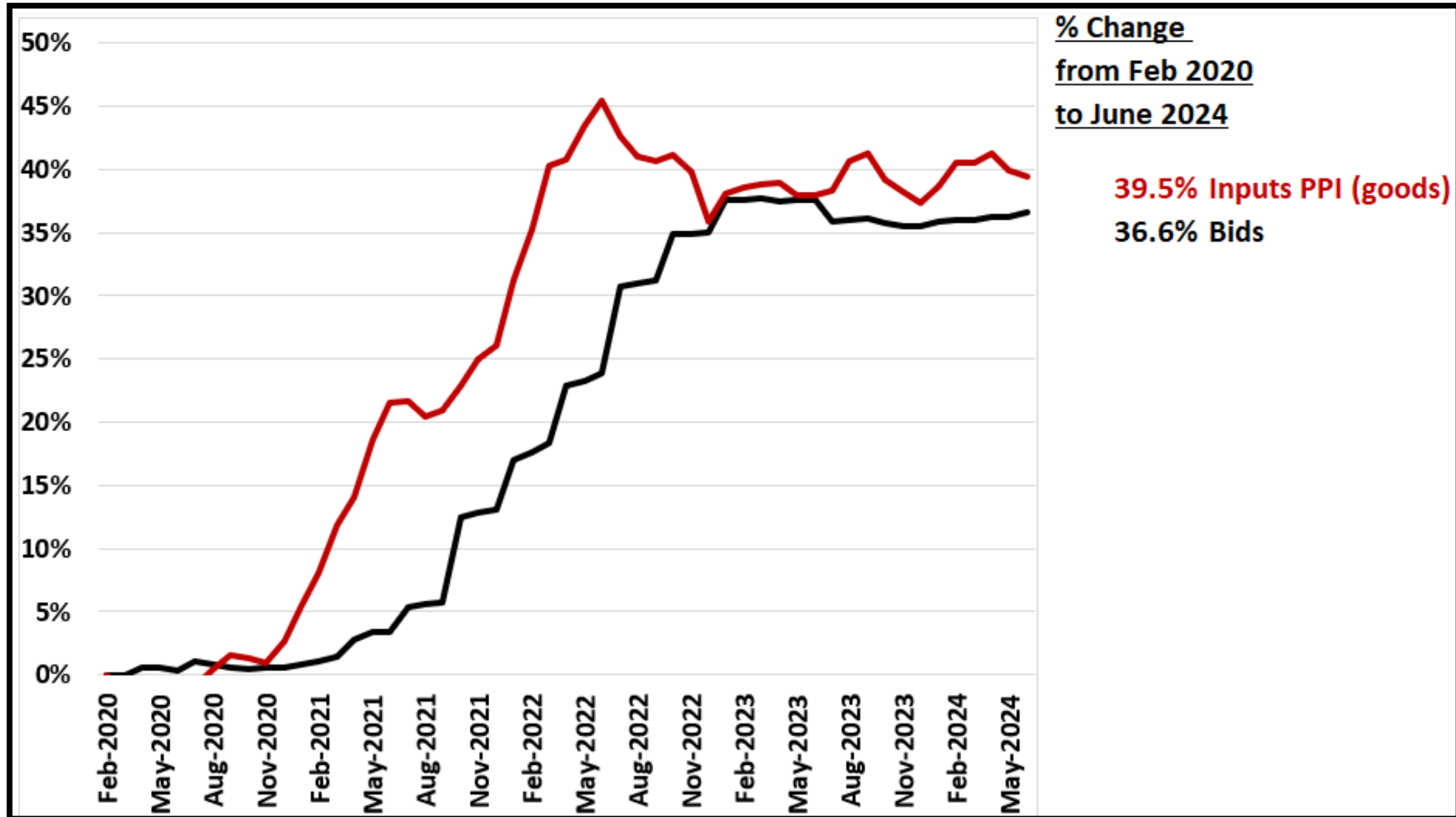
**All data is as of Aug/Sep, 2024
and the market is changing fast the
data should be updated regularly**

CPI vs. Inputs PPI: Benchmarked to Feb 2020



Input Prices vs. Bid Prices for New Nonresidential Construction

Source:
Bureau of Labor Statistics
Producer Price Index (PPI) Percent Change Tables
www.bls.gov/ppi/tables/



Economic - Dodge Momentum Index

More Work Coming? (Up 8% y/y June 2023-2024)

Dodge Momentum Index (July 2024 update)



- Monthly measure of nonresidential projects in planning, [leading](#) indicator of construction [by 1-year](#)
 - Commercial **UP** year-over-year by 7% ; Institutional **UP** year-over-year by **11%**

DODGE MOMENTUM INDEX (2000=100, Seasonally Adjusted)



More Work Coming? — ENR 2024 Q1 Report

ENR CONFIDENCE INDEX FIRST QUARTERLY COST REPORT

Construction Exec Optimism Surges

But economic headwinds still persist **By Jonathan Keller**

For the first time since Q1 of 2022, construction industry executives report a stable and slightly growing market on ENR's Construction Industry Confidence Index (CICI) survey. The index vaulted up 10 points from Q4 2023, to a rating of 52. Nearly 65% of respondents see the current construction market as stable, with only 18.8% seeing a declining market. That latter number was 34.6% last quarter. Execs are also showing more faith in the economy as a whole. The economic index is also up 10 points, to a 48 rating this quarter.

The index measures executive sentiment about where the current market will be in the next three to six months and over a 12- to 18-month period, on a 0-100 scale. A rating above 50 shows a growing market. The measure is based on responses by U.S. executives of leading general contractors, subcontractors and design firms on ENR's top lists to surveys sent between February 19 and March 25.



GCs and CMs are more pessimistic than either designers or subcontractors. Calculated separately, their confidence index comes in at 47. More GC/CM firms see a declining market 3-6 months from now (27%) than currently (23%). Design firms report the largest divergence of opinion, with nearly the same percentage seeing a currently improving market (28%) as declining (24%).

Confidence is highest among firms who do business in the Midwest, with a confidence rating of 55. Firms who work in the Northeast/New England/Mid-Atlantic region had the lowest rating, coming in 49. That is still a 29% improvement over last quarter's 38 rating.

The CICI's results are mirrored by those of the Confindex survey from Princeton, N.J.-based Construction Financial Management Association (CFMA). Each quarter, CFMA polls CFOs from general and civil contractors and subcontractors on markets and business conditions. The resulting Confindex is based on four separate financial and market components, each rated on a scale of 1 to 200. A rating of 100 indicates a stable market; higher ratings indicate market growth.

All indices the Confindex tracks rose between Q4 2023 and Q1 2024. The overall Confindex is up 13.5% this quarter to a 109 rating. The largest increase was in the

PROSPECTS IN INDIVIDUAL SECTORS BY FIRMS WORKING IN THOSE MARKETS

MARKET	NUMBER OF FIRMS	CURRENTLY (%)			3-6 MONTHS (%)			12-18 MONTHS (%)		
		DECLINING ACTIVITY	STABLE ACTIVITY	IMPROVING ACTIVITY	DECLINING ACTIVITY	STABLE ACTIVITY	IMPROVING ACTIVITY	DECLINING ACTIVITY	STABLE ACTIVITY	IMPROVING ACTIVITY
COMMERCIAL OFFICES	82	68	28	4	56	35	9	44	34	22
DISTRIBUTION, WAREHOUSE	55	22	65	13	15	68	25	24	45	31
EDUCATION K-12	68	3	78	19	5	68	27	8	58	40
ENTERTAINMENT, THEMES PARKS, CULTURAL	36	25	59	25	25	42	33	14	53	33
HOSPITALS, HEALTH CARE	78	4	54	41	0	53	47	8	48	58
HIGHER EDUCATION	74	7	80	12	9	78	20	11	56	33
HOTELS, HOSPITALITY	58	27	57	16	22	62	36	18	52	38
MULTI-UNIT RESIDENTIAL	54	31	59	10	39	46	34	28	33	48
RETAIL	45	38	58	7	40	49	11	27	51	22
INDUSTRIAL, MANUFACTURING	63	13	44	43	15	43	44	11	36	52
TRANSPORTATION	43	9	47	49	7	48	53	7	28	62
WATER, SEWER AND WASTE	33	9	55	36	9	55	36	9	58	47
POWER	23	4	52	43	9	43	48	13	38	57
PETROLEUM, PETROCHEMICAL	12	8	35	25	0	75	25	8	58	58
ENVIRONMENTAL, HAZARDOUS WASTE	9	25	59	25	22	44	33	23	44	33

ENR CONFIDENCE INDEX THIRD QUARTERLY COST REPORT



higher ratings indicate market growth.

The Confindex fell 2.8% between Q4 of 2022, down to a rating of 106. The "current confidence" index also fell, down 5.4% to a 106 rating, and the "business conditions" index tumbled 6.5% to 101.

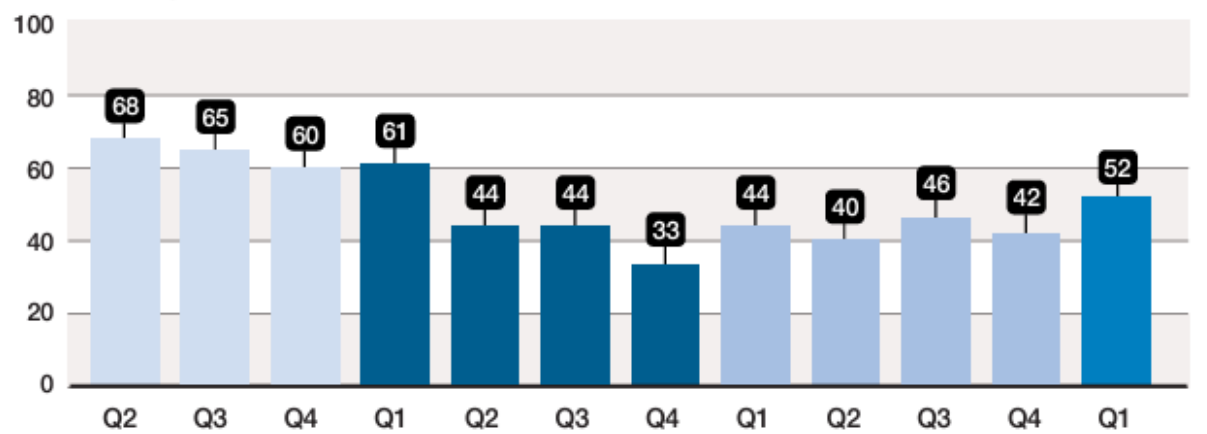
The "business conditions" index rebounded slightly after a major drop last quarter, up two points to a 106 rating. "All indices are down significantly in comparison to last year's third quarter reading," says Stuart Binstock, CFMA's CEO.

Despite the dip in confidence, construction CFOs may not be pessimistic enough, thinks CFMA economic adviser and CEO of economic consultant Sage Policy Group Anirban Basu. "I think we're headed into a recession in 2023, and I think it's going to be a deep recession."

Whereas CFMA respondents have previously reported strong profit margins, this quarter the number of firms reporting improved profit margins has been "virtually offset" by those who report they have not improved, he says. With construction costs still rising "it'll be more and more difficult for those contractors to pass along those cost increases to their project owners," he adds. The "year ahead outlook" index of CFMA's survey fell below 100 this quarter and is down 18.2% when compared with last year.

The full impact of the conflict in Ukraine is also yet to be felt, he thinks. "When we came into the year in North America, natural gas prices were \$3 per million BTU; recently we have been in the eighties," explains Basu. As cold weather hits

Quarterly Cost Report Confidence Index



SOURCE: ENR/BNP MEDIA

Even if confidence in the construction market overall is low, confidence in many individual markets remains high. The water/sewer and waste (a 72 rating), health care (68) and manufacturing (68) markets post numbers.

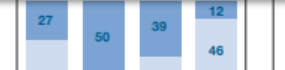
Basu sees a rising market at least in the short term. "Economic conditions are good for the market, because people, during the pandemic, can't buy homes. According to Freddie Mac, fixed mortgage rates are at a 20-year low. That number fell to 6.5% on January 6.

At the other end of the spectrum, confidence remains low in the commercial office market (a 49 rating) and commercial office markets. Basu does not see a recovery in office space from Castle Rock, which provides security to 2,000 workers in New York City. "On average, 41% of workers swiped in for the first time in the last 12 months of office space in the near future. That exception may be banks. August was the fastest leasing of New York City office space during the pandemic, and that in large measure is because banks are demanding their people come back," the Sage CEO says.

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A rating above 50 shows a growing market.

The measure is based on responses by U.S. executives of leading general contractors, subcontractors and design firms on ENR's top lists.



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PETROLEUM, PETROCHEMICAL	12	0	75	25	0	75	25	0	50	50
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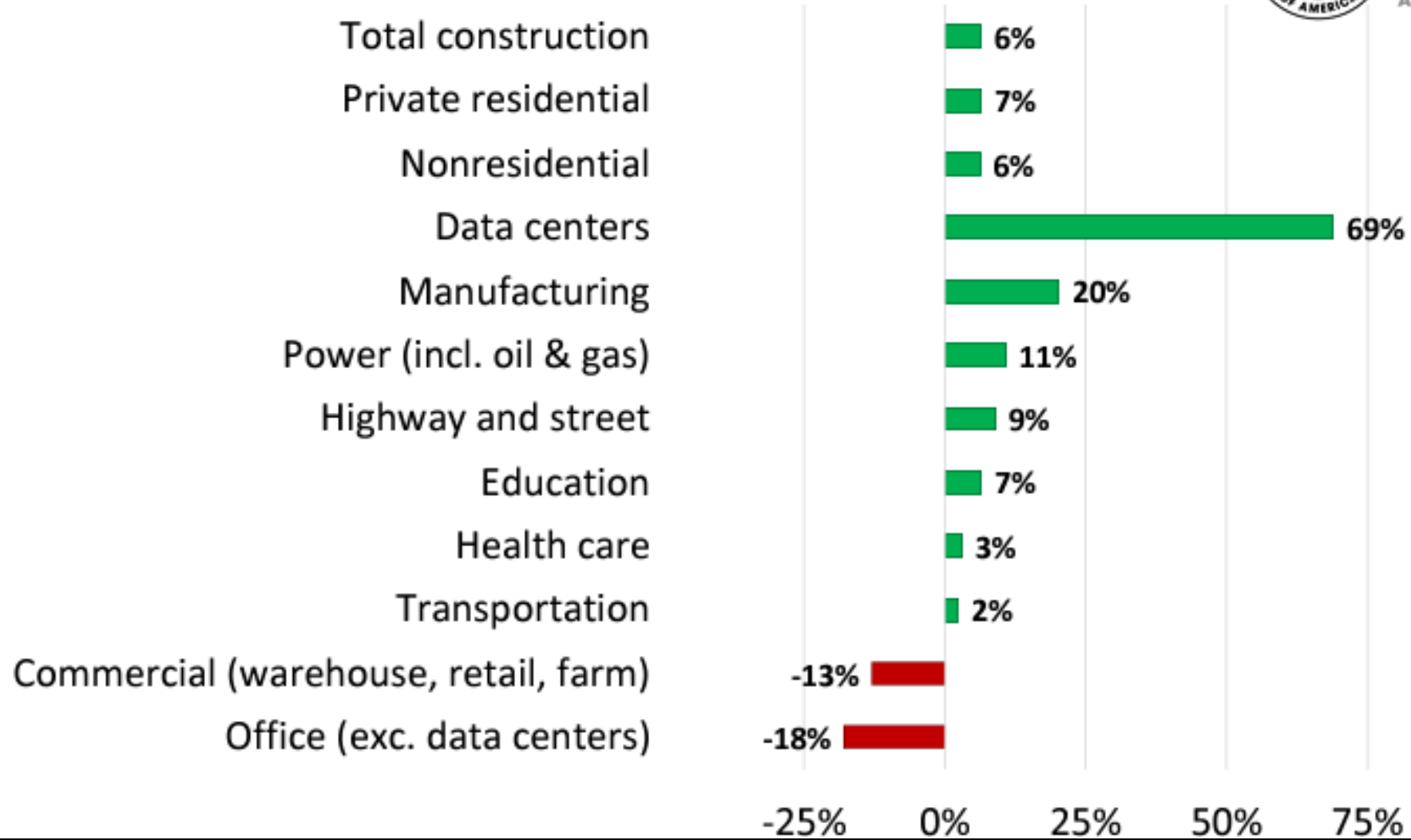
SOURCE: ENR/BNP MEDIA. FIGURES MAY NOT ADD UP TO 100% DUE TO ROUNDING

Change in construction spending: May 2023-May 2024

Year-over-year % change in current (not inflation-adjusted) dollars, seasonally adjusted

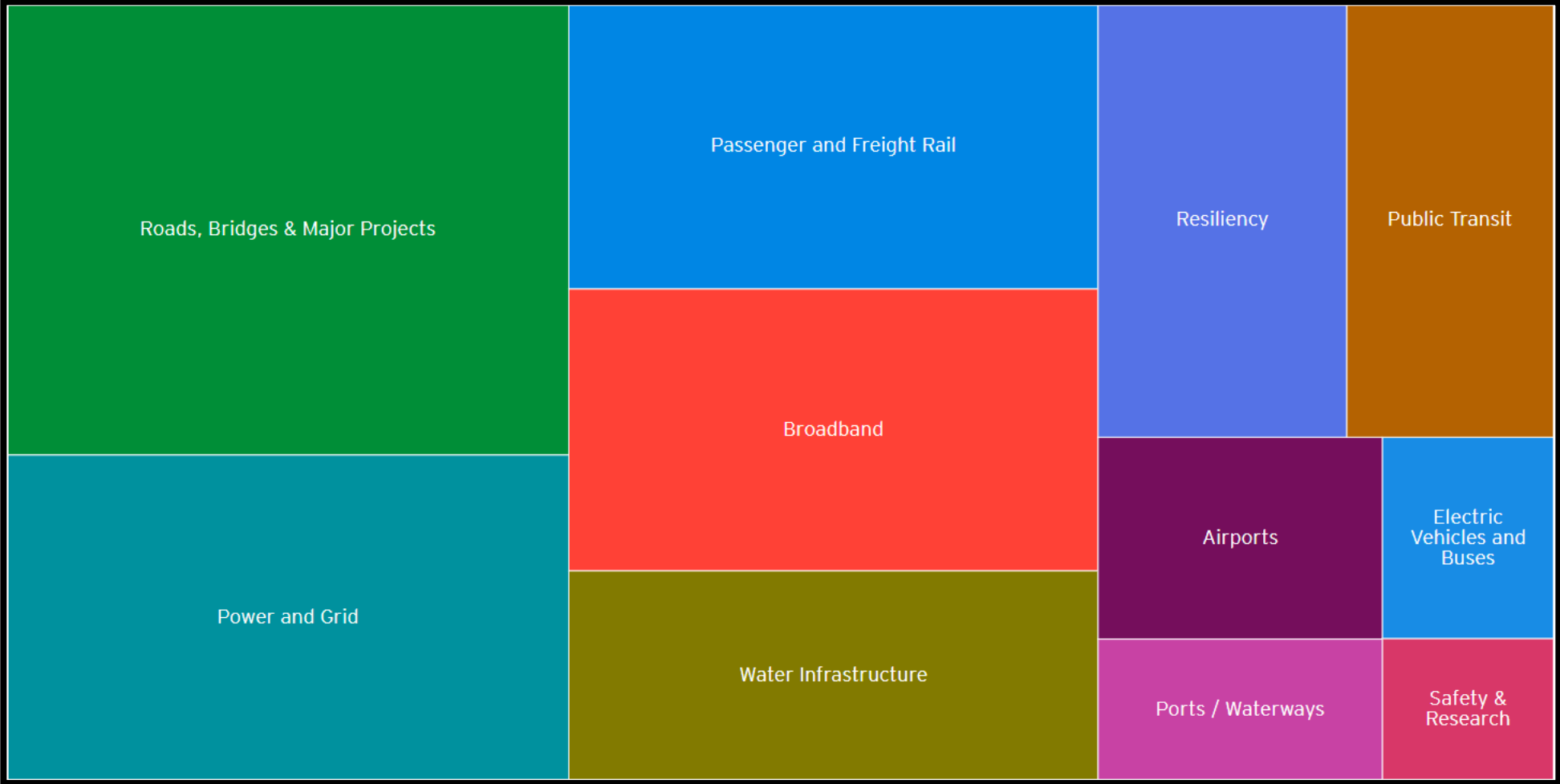


AGC
THE CONSTRUCTION
ASSOCIATION



IJA (“Infrastructure Bill”) - \$1.2T/5yr (Nov ’21)

- Roads and bridges: \$110B
- Power and grid: \$73B
- Rail: \$66B
- Broadband: \$65B
- Water infrastructure: \$55B
- Resiliency: \$46B
- Transit: \$39B
- Airports: \$25B
- Environmental: \$21B
- Ports/waterways: \$17B
- Safety/Research: \$11B
- Low-carbon buses and ferries: \$7.5B
- EV infrastructure: \$7.5B



More Work Coming? - Others

- Dodge – new starts down 3% from same time last year
 - Non-residential starts down 7%
 - Residential starts down 17%
 - Non-building starts up 25%
- AGC - Total Value of Starts up 6% Year to Year
 - Non-residential – Up 17%
 - Institutional – Up 18%
 - Commercial/Data Centers – Up 2%/10%
 - Education – Up 10%
 - Highway/Bridge – Up 12%
 - Water/Sewage – Up 18%
 - Industrial/Manufacturing – Up 71%
 - Power/Energy – Up 6%
 - Healthcare – Up 11%
- Decarbonization/Energy Policy for Existing Buildings?
- On-Shoring / Deglobalization – Reindustrialization of America (+Mexico)
- Semi/Chip and Data Centers (\$280B CHIPS and Science Act (\$52B subsidy to semi))

“Risks continue to mount for the construction sector,” said Richard Branch, chief economist for Dodge Construction Network. “Over the last 12 months, construction starts have essentially froze as rates increased and credit tightened. The industry needs further adjusting as rates are expected to stay higher for longer, along with the potential for higher energy costs and continued political uncertainty. A return to broad-based growth in construction starts is still some time away.”



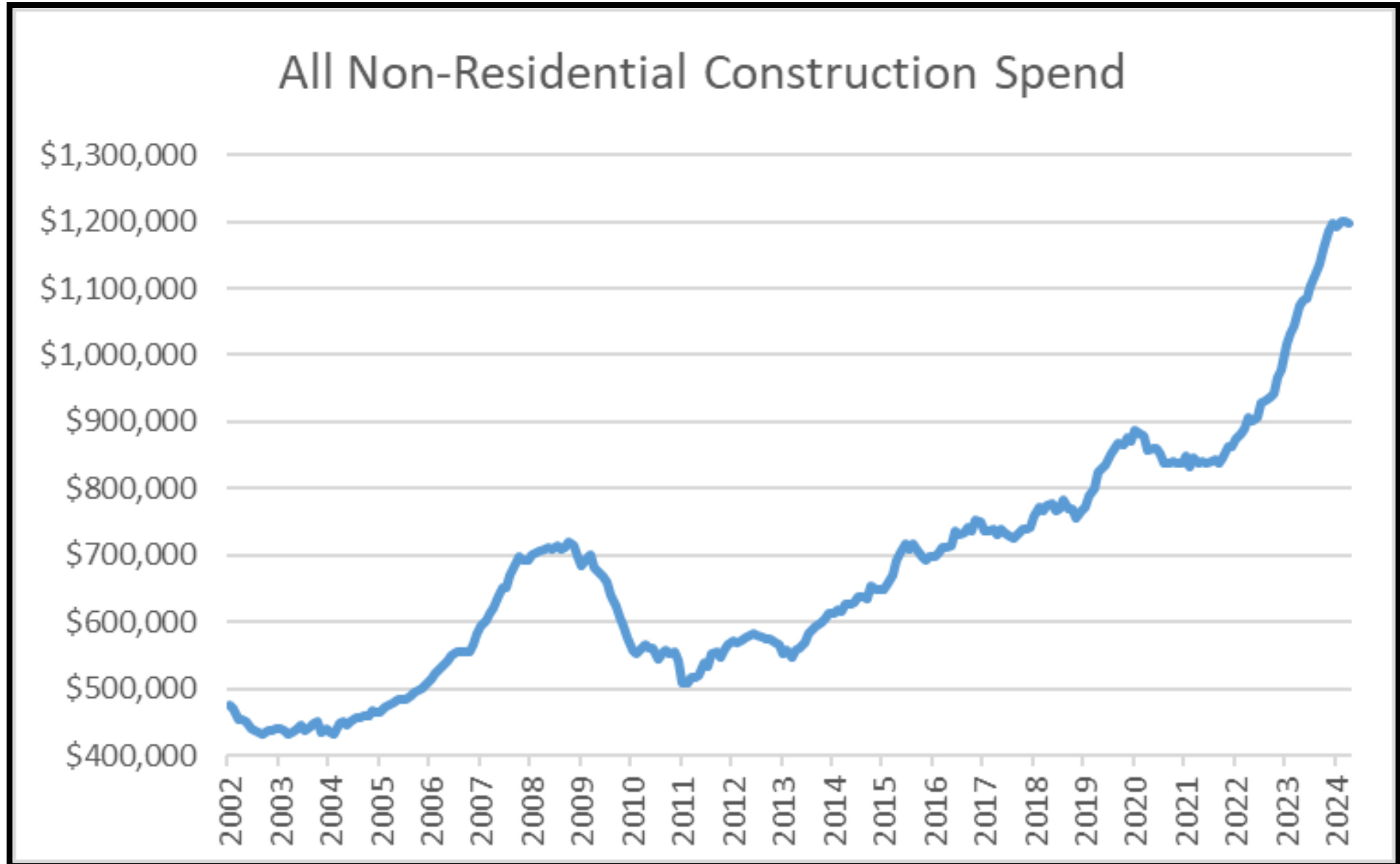
Biden Administration Announces Federal Building Performance Standard

The standard will help federal facilities meet several concurrent sustainability and emissions reduction goals. December 29, 2022

By Greg Zimmerman, senior contributing editor

ENERGY EFFICIENCY

Total Construction Spend – Non-Residential



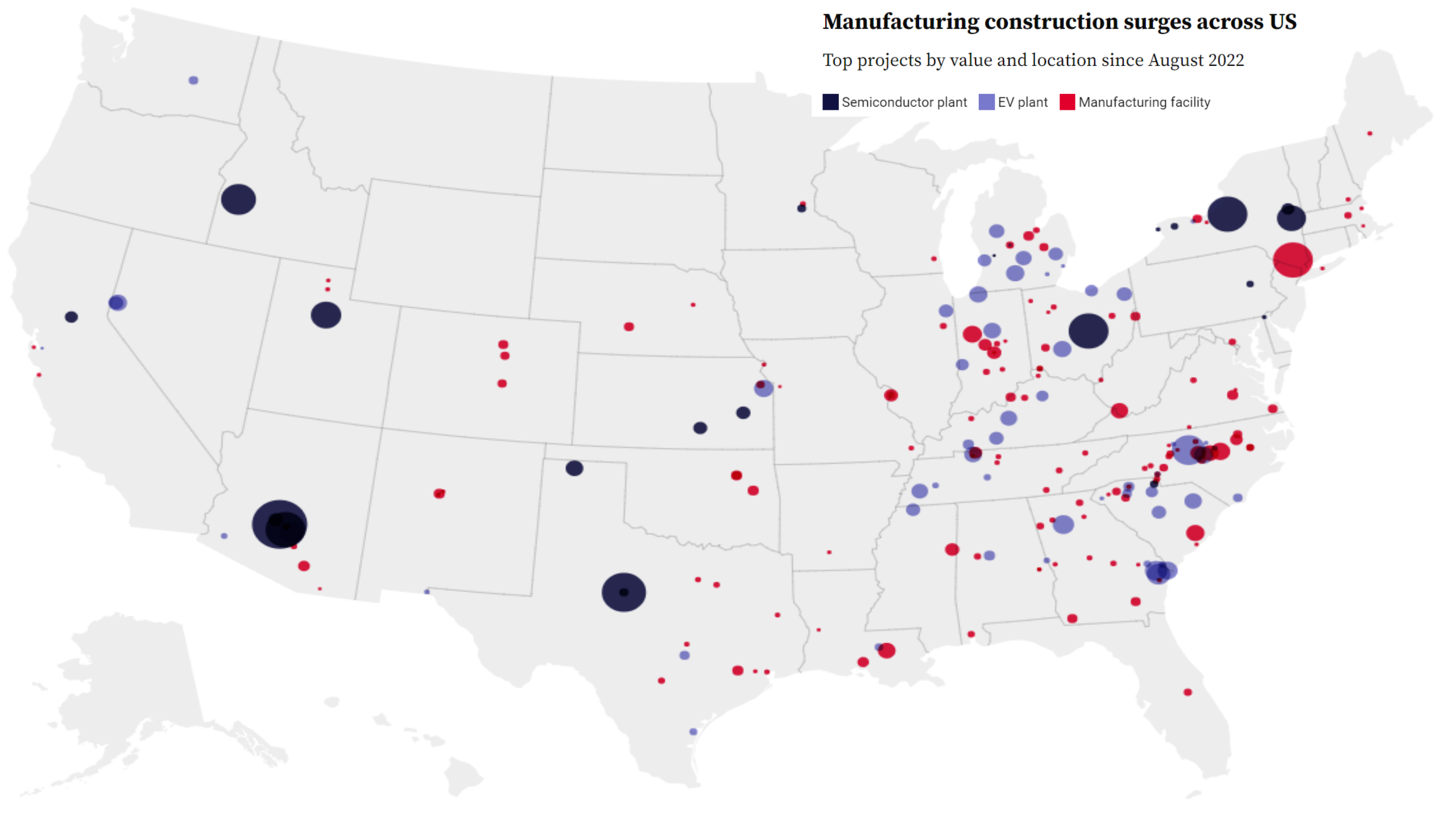
More “Megaprojects”

- 2023 = new annual record of 41 megaprojects (\$103.9B)
- 2022 = at the time, record of 31 megaprojects (\$103.2B)
- Pre-2019 = prior best of 35 megaprojects (\$79.1B)

Manufacturing construction surges across US

Top projects by value and location since August 2022

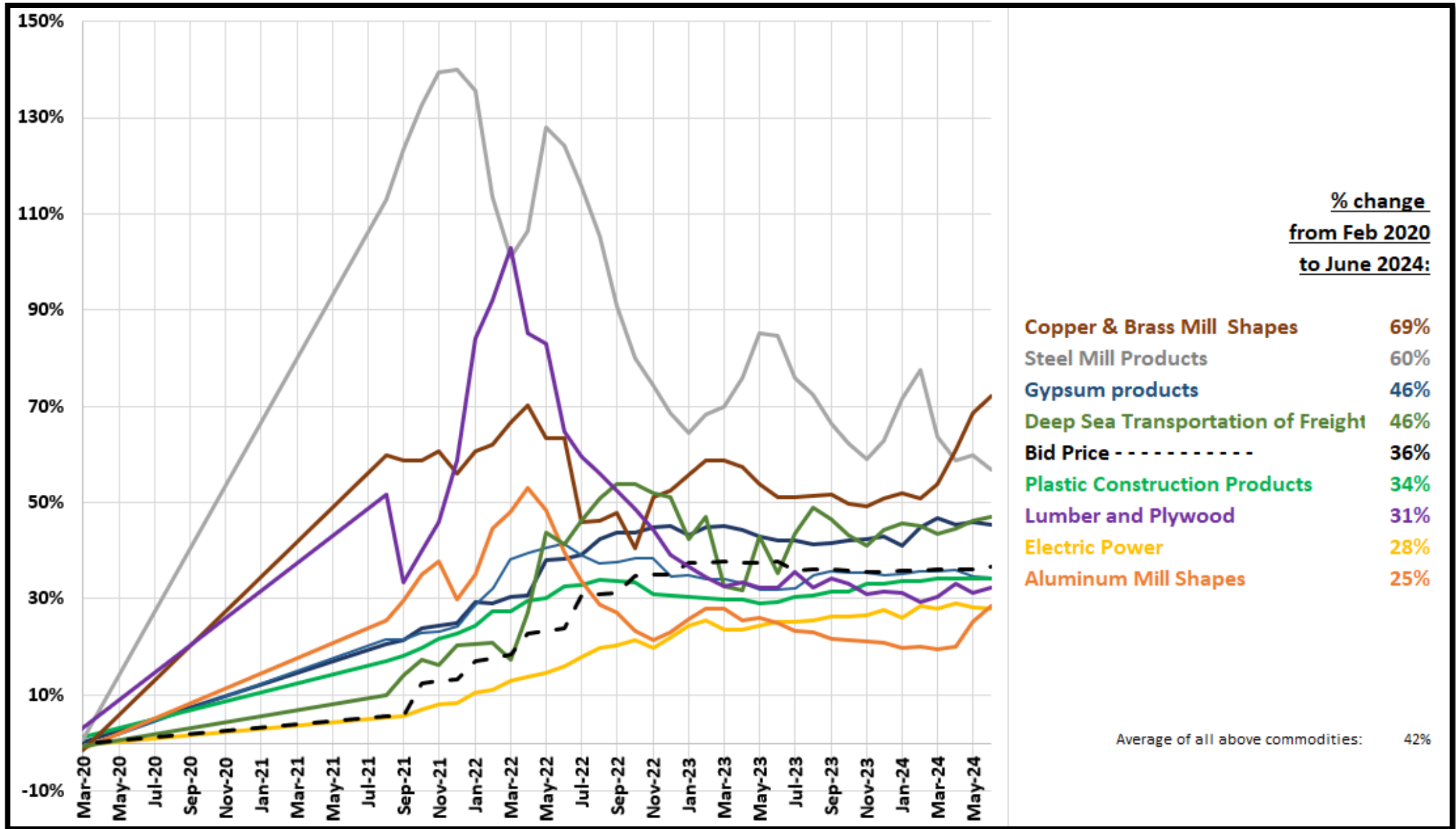
■ Semiconductor plant ■ EV plant ■ Manufacturing facility



Escalation & Volatility

Source:
Bureau of Labor Statistics
PPI Percent Change Tables
www.bls.gov/ppi/tables/

PPIs for Selected Inputs





- US spent over **\$1 trillion** this year just on interest for its **\$35.3 trillion national debt**
- Interest payments **increased by 30%** compared to last year due to high Federal Reserve rates
- Budget deficit surged, approaching **\$2 trillion** for the year
- Top government costs:
 1. Social security
 2. Medicare
 3. Interest payments

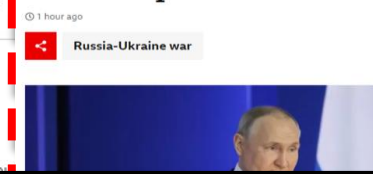
A closely watched indicator of a coming recession is blaring its loudest warning in over 40 years

JENNIFER SOR | JAN 9, 2023, 20:56 IST

Energy

Home > News > New reports highlight 3rd quarter impact of gas supply cuts

Putin promotes Russian annual speech

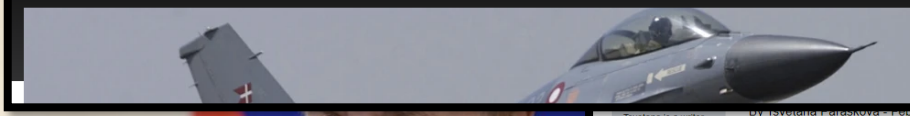


Ukraine's Drone Strikes Against Russia Are a Message for Its Own People

Analysts say they expect Ukraine to continue its attacks... they send a strong message: Kyiv can still strike back.

Asian Markets | 5 minutes ago | February 20, 2023, 4:20 PM MST

NATO-member Norway to donate F-16 fighter jets to Ukraine, becoming third country to do so



Tsvetlana is a writer for Oilprice.com with over a decade of experience writing for news outlets such as INVEZZ and SeeNews.

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- The UEA's Energy Minister believes that the real problem for oil markets in 2024 will be a lack of supply rather than demand.
- According to the UAE, the global oil market is currently balanced, which would suggest OPEC+ is unlikely to change its production quotas any time soon.
- The CEO of Saudi Aramco made a similar statement earlier this week, suggesting underinvestment in the oil industry is a serious problem.

gas supply cuts

NPR SHOP | DONATE

latest strike

'Screaming Eagles' 101st Airborne Division Just Miles Away From Ukraine

EUROPE | By Sakshi Tiwari | October 23, 2022

An elite unit of the US Army is practicing for a potential war with Russia, just a few miles away from Ukraine, at a time when Russia's defense minister Sergei Shoigu took the rare decision of holding telephone talks with his US counterpart Lloyd Austin to discuss the war on October 21.



Energy crisis: Govern billion on fossil fuel s

NEWS ISRAEL-HAMAS WAR POLITICS U.S. NEWS WORLD BUSINESS HEALTH NBC NEWS TIPLINE VIDEO WATCH LIVE

ISRAEL-HAMAS WAR

Iran and its proxy forces loom over Israel-Hamas war, sparking fears of wider regional conflict

"There's a real risk of escalation," one expert told NBC News.

TAP TO UNMUTE

impact of gas supply cuts
Directorate-General for Energy
rd quarter impact of gas supply cuts

ntable state' amid drone

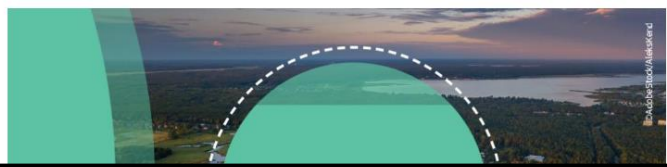


Energy

Home > News > EU reaches 90% gas storage target ahead of winter

NEWS ANNOUNCEMENT | 18 August 2023 | Directorate-General for Energy

EU reaches 90% gas storage target ahead of winter



Russia's war in Ukr continues

By Kathleen Magramo, Eliza Mackintosh, Aditi Sangal, Mike Hayes, CNN

Updated 12:03 a.m. ET, March 21, 2023

incident, Kremlin says

WSJ NEWS EXCLUSIVE | MIDDLE EAST

Iran Helped Plot Attack on Israel Over Several Weeks

The Islamic Revolutionary Guard Corps gave the final go-ahead last Monday in Beirut

How Scary Is China's Crisis?

Aug. 21, 2023

China / Military

PLA will 'show no mercy' against Taiwan independence moves, top Chinese general says

- CMC vice-chairman Zhang Youxia tells Beijing Xiangshan Forum the military 'will never agree' to separate the island from China
- He also takes a thinly veiled swipe at the US, saying a 'certain country' is interfering in the region and internal affairs of other nations

PHOTO: KAPUTCHIN/GETTY IMAGES FOR THE WALL GROUP

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News | Russia-Ukraine war

Drones attack deep in Russia as Medvedev threatens Ukraine's 'existence'

Ukraine attacks military and energy infrastructure in at least three cities deep inside Russia, showing new drone capabilities.



Asia Pacific

North Korea fires cruise missiles off west coast, Seoul says

Reuters

January 24, 2024 12:51 AM MST · Updated 10 hours ago




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8 hours ago · World

China steps up Taiwan pressure campaign with more balloons

Bethany Allen-Ebrahimian, author of [Axios China](#)

f t in e



CNN World Africa Americas Asia Australia China Europe India Middle East United Kingdom

World / Europe

Turkish parliament approves Sweden's NATO membership bid

By Isil Sariyuce

3 minute read



Belarusian President Alexander Lukashenko (L) embraces Russian President Vladimir Putin (R) during the SCO Summit on November 23, 2023, in Krasnodar, Russia. CONTRIBUTOR/GETTY IMAGES

10th Anniversary Defense One

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Belarus adds nukes to its military doctrine

Alexander Lukashenko has been pressing Russia's Vladimir Putin to return Soviet-era nuclear weapons to Belarus.


n p r azpm | n p r

NEWSLETTERS SIGN IN NPR SH

NEWS CULTURE MUSIC PODCASTS & SHOWS SEARCH

SPECIAL SERIES

Middle East crisis — explained



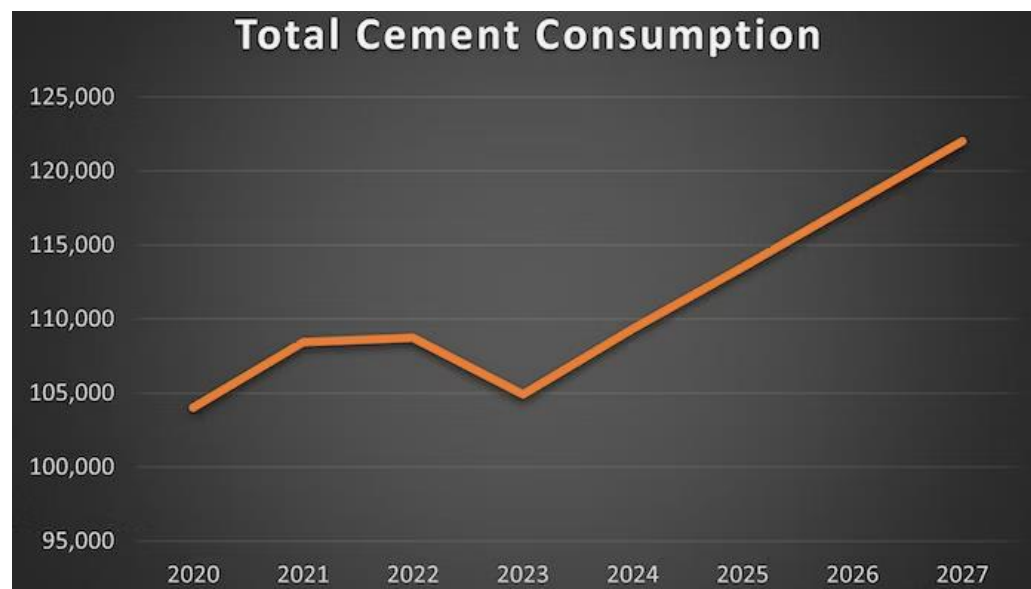
U.S. hits Iraq militia sites and anti-ship missiles in Yemen

JANUARY 24, 2024 · 3:24 AM ET

By The Associated Press

Others: Materials Shortages

- 43 states had shortages in cement
- No cement capacity has been added in the US since 2009
- Additional cement production capacity coming, but PCA expects demand to outpace supply



Supply Chain Issues

- 90% of projects have had supply chain impacts
- 84% of projects have had higher cost
- 72% of projects have taken longer
- **Actions People are Taking:**
 - Accelerated purchasing after contract award (cash flow)
 - Alternative suppliers
 - Alternative materials/products (change the spec)
 - Stocking inventory
 - Increasing Bids/Budgets
 - Longer Completion Times
 - Some Primes advising Owners to push Risk to Subs

Supply Chain: shipping

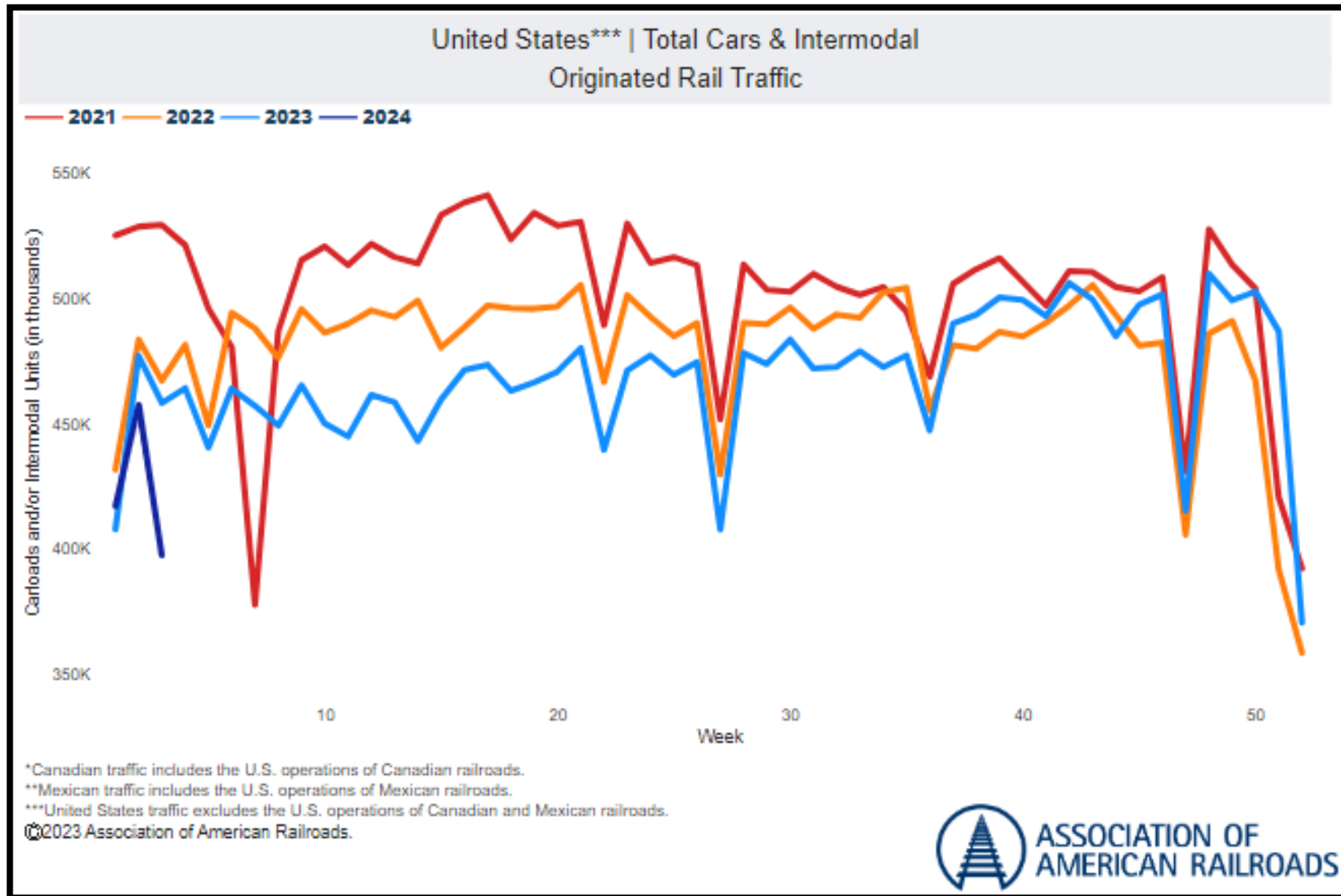
US Container Imports:

2019-2024 U.S. CONTAINER IMPORT VOLUME (TEUs)



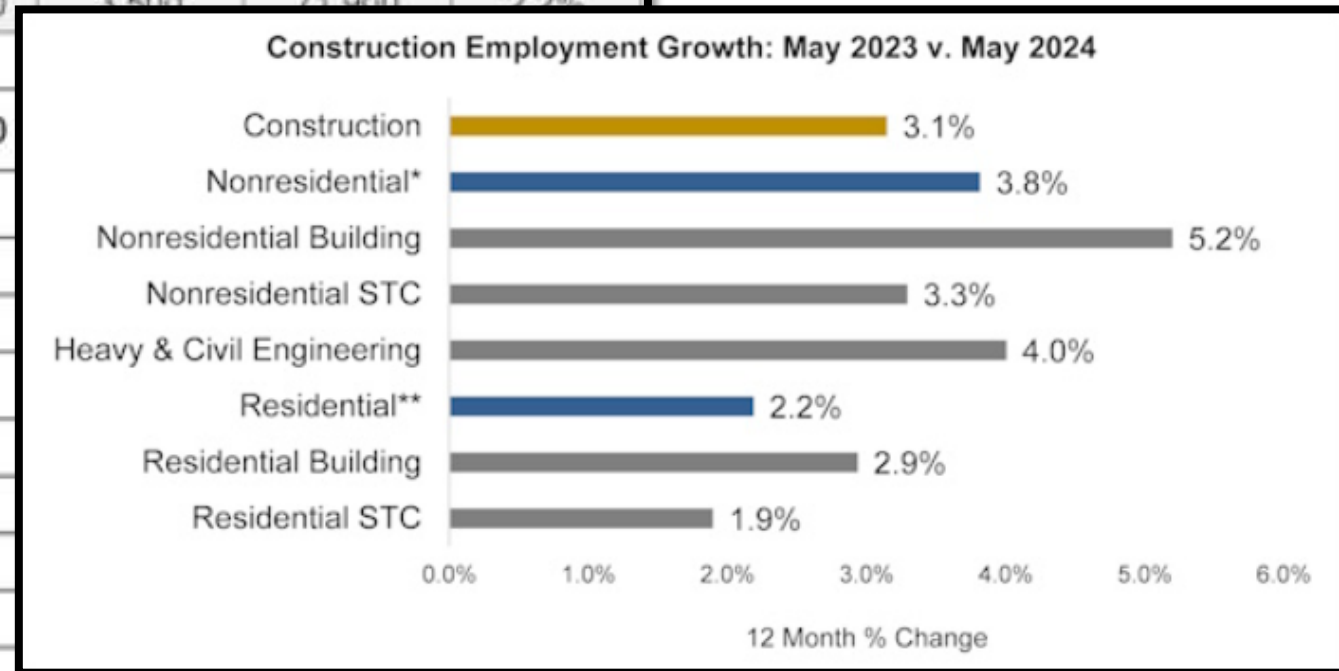
- Shifting from West to East to West
 - By June 2022: Ships waiting off all ports climbed 36% to 125 in June
 - Shipping had shifted from West to East Coast Ports in Q2/Q3 of 2022
- Import volumes increasing
 - Panama drought did not appear to be impacting U.S. container import volume.
 - But, Nov 2023 may be first month impacted as East Coast volume is down
 - Ex: Houston down 27%, etc. (next slide)

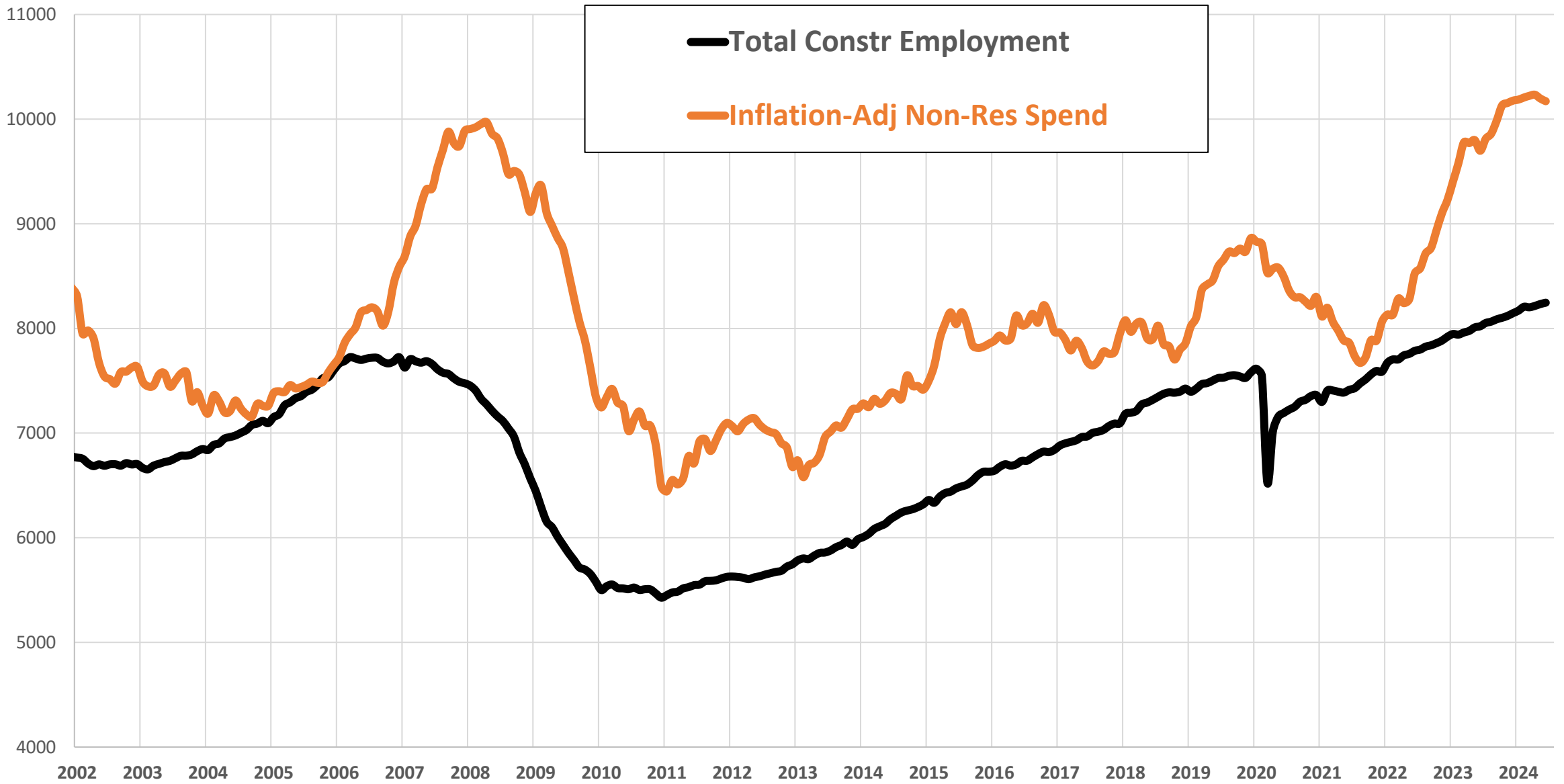
Weekly Rail Traffic



Employment Picture - ABC

	May 2024	April 2024	May 2023	1-Month Net Change	12-Month Net Change	12-Month % Change
Employment						
Construction	8,228,000	8,207,000	7,977,000	21,000	251,000	3.1%
Nonresidential	4,869,300	4,852,200	4,690,300	17,100	179,000	3.8%
Nonresidential building	920,600	917,600	875,100	3,000	45,500	5.2%
Nonresidential specialty trade contractors	2,803,700	2,790,700	2,714,300	13,000	89,400	3.3%
Heavy & civil engineering	1,145,000	1,143,900	1,100,900	1,100	44,100	4.0%
Residential	3,358,400	3,354,900	3,286,500	3,500	71,900	2.2%
Residential building	949,700	946,200	922,600	3,000	27,100	2.9%
Residential specialty trade contractors	2,408,700	2,408,700	2,363,900	44,800	44,800	1.9%
Average Hourly Earnings						
All private industries	\$34.91	\$34.77	\$33.54	\$1.37	\$1.43	4.3%
Construction	\$38.06	\$37.99	\$36.26	\$1.80	\$1.80	4.9%
Average Weekly Hours						
All private industries	34.3	34.3	34.4	-0.1	-0.1	-0.3%
Construction	39.0	38.7	38.9	0.1	0.1	0.3%
Unemployment Rate						
All private industries (SA)	4.0%	3.9%	3.7%	0.3pp	0.3pp	0.8pp
Construction (NSA)	3.9%	5.2%	3.5%	0.4pp	0.4pp	1.1pp



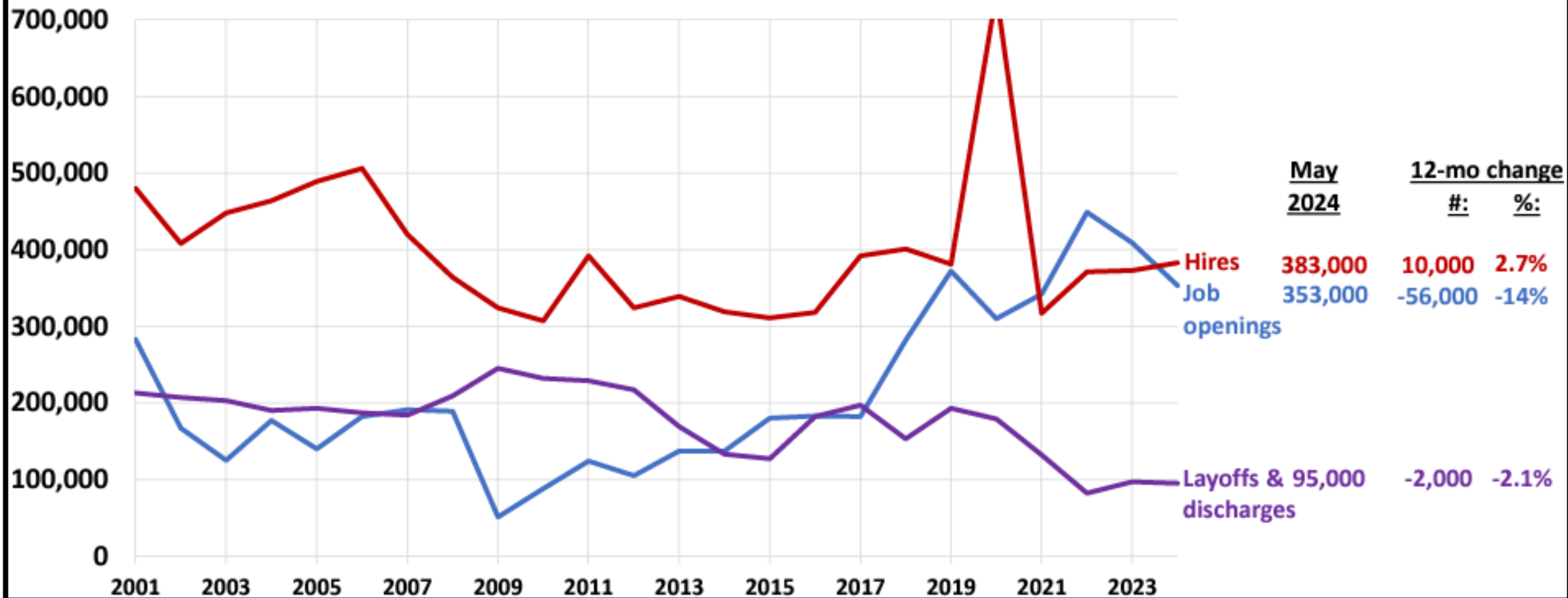


Construction job openings, hires & layoffs

Job openings, hires, and layoffs May 2001-May 2024, seasonally adjusted



AGC
THE CONSTRUCTION
ASSOCIATION



Other Workforce Challenges

- Before pandemic – trades wage rates exceed average total private sector by 20-25% historically
- **Now Trade Wage Rate is 16-18% above national average....**
 - Pay is not keeping up
 - Cannot work from home
 - Benefits not as comprehensive
 - Non-flexible hours
 - Vaccination requirements were an issue

Workforce

- Since the year 2000, the US Population has gotten:
 - Older or Younger?

Workforce

- Since the year 2000, the US Population has gotten:
 - Older by 3.4 years

Workforce

- Since the year 2000, the US Population has gotten:
 - Older by 3.4 years
- This trend is:
 - Accelerating or Decelerating?

Workforce

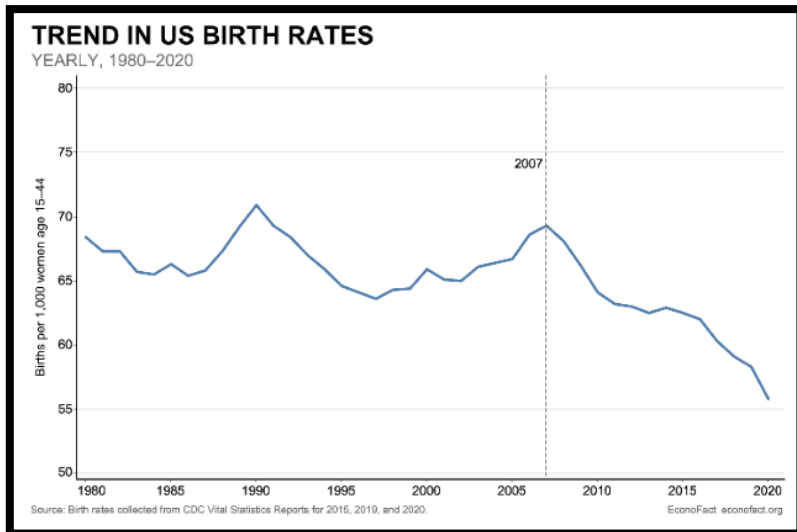
- Since the year 2000, the US Population has gotten:
 - Older by 3.4 years
- This trend is:
 - Accelerating (2021 was most rapid increase across the 21yr range)

Workforce Challenges

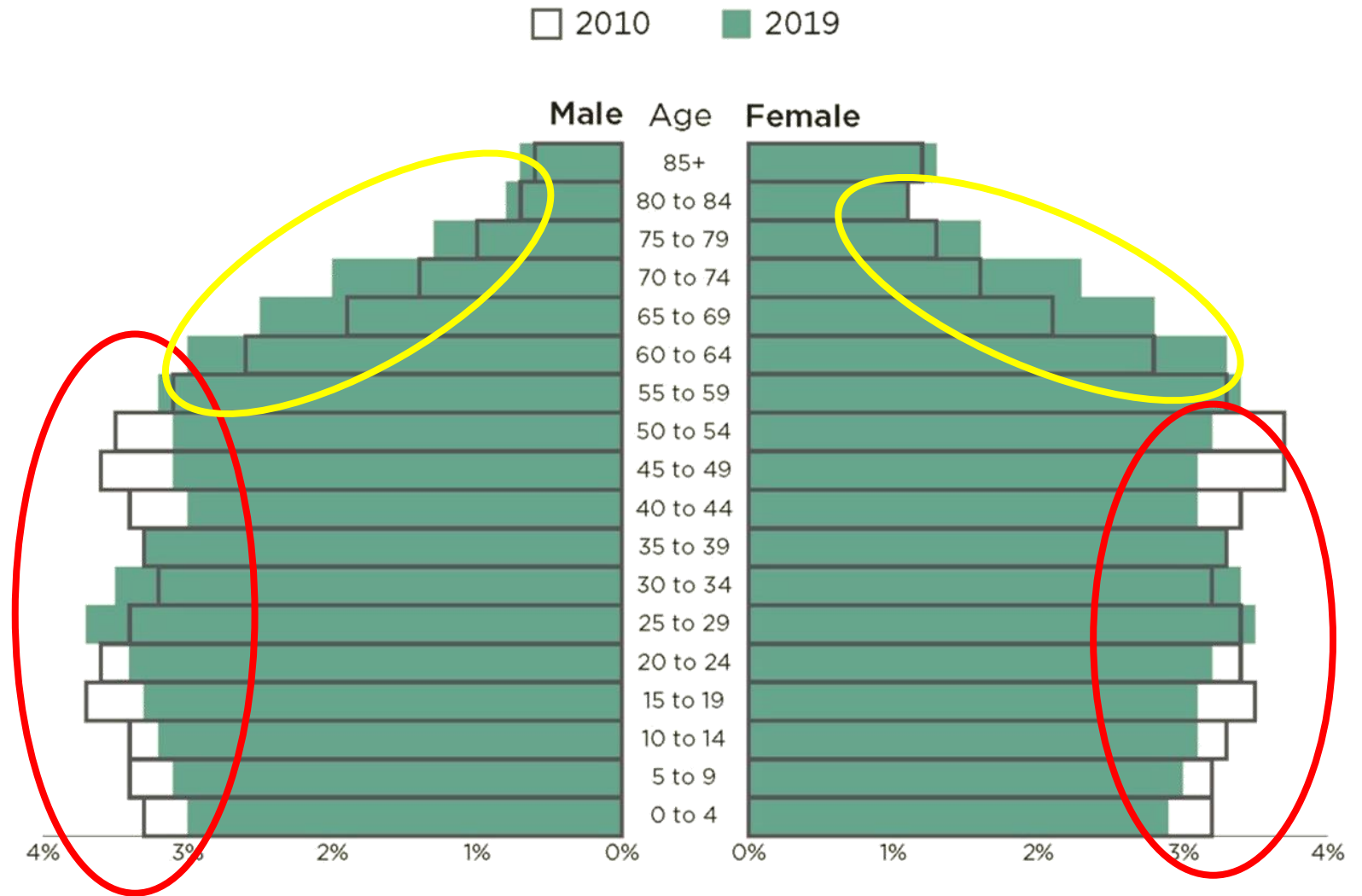
*2020 Birth Rate 4% lower than 2019
Lowest Ever
(11.99 Births per 1000 people)
(up 1% in '21, up 0.09% in '22 & '23)

(was 31% higher in 1990)

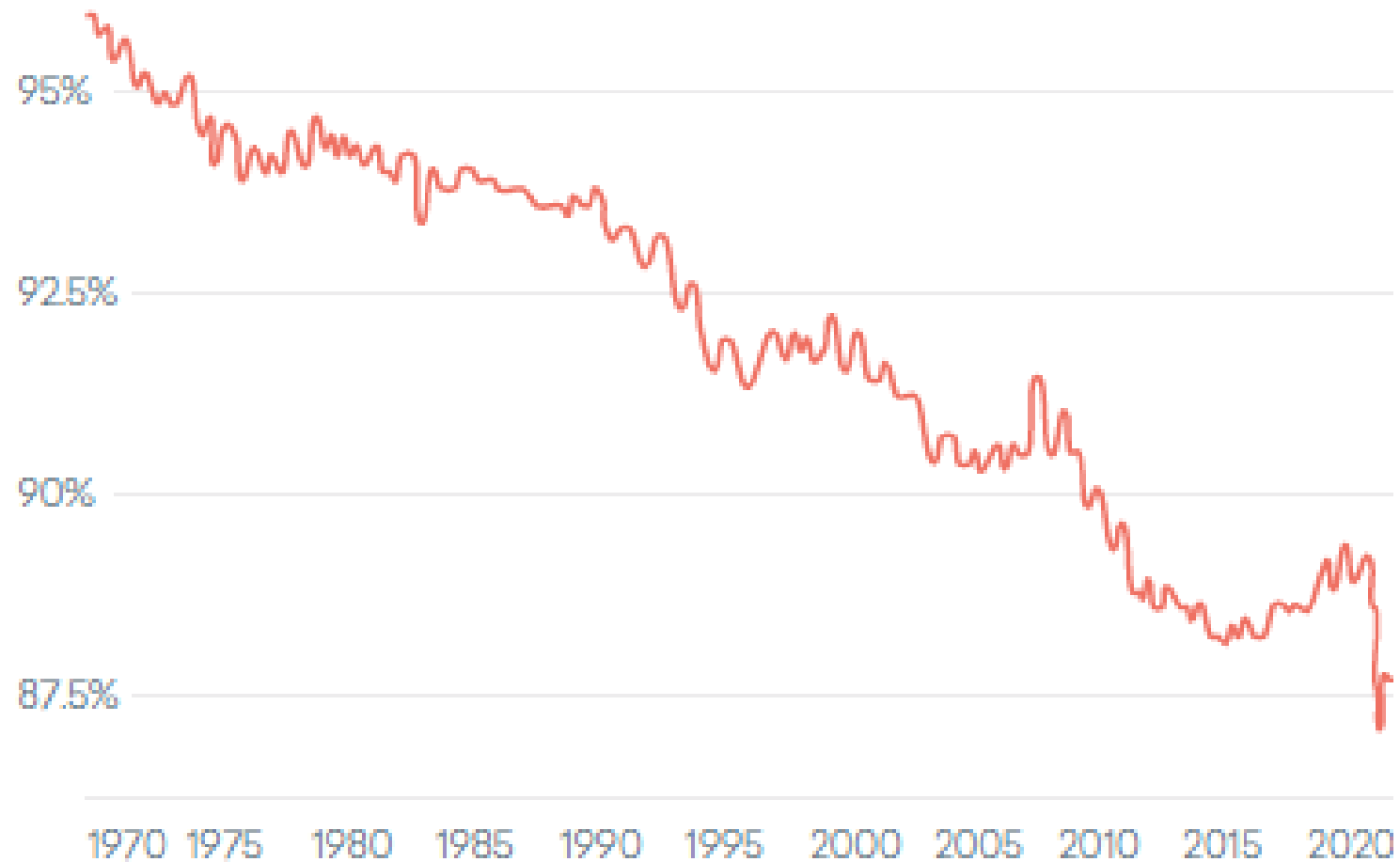
(was 102% higher in 1950)*



Percent of Total Population in 2010 and 2019

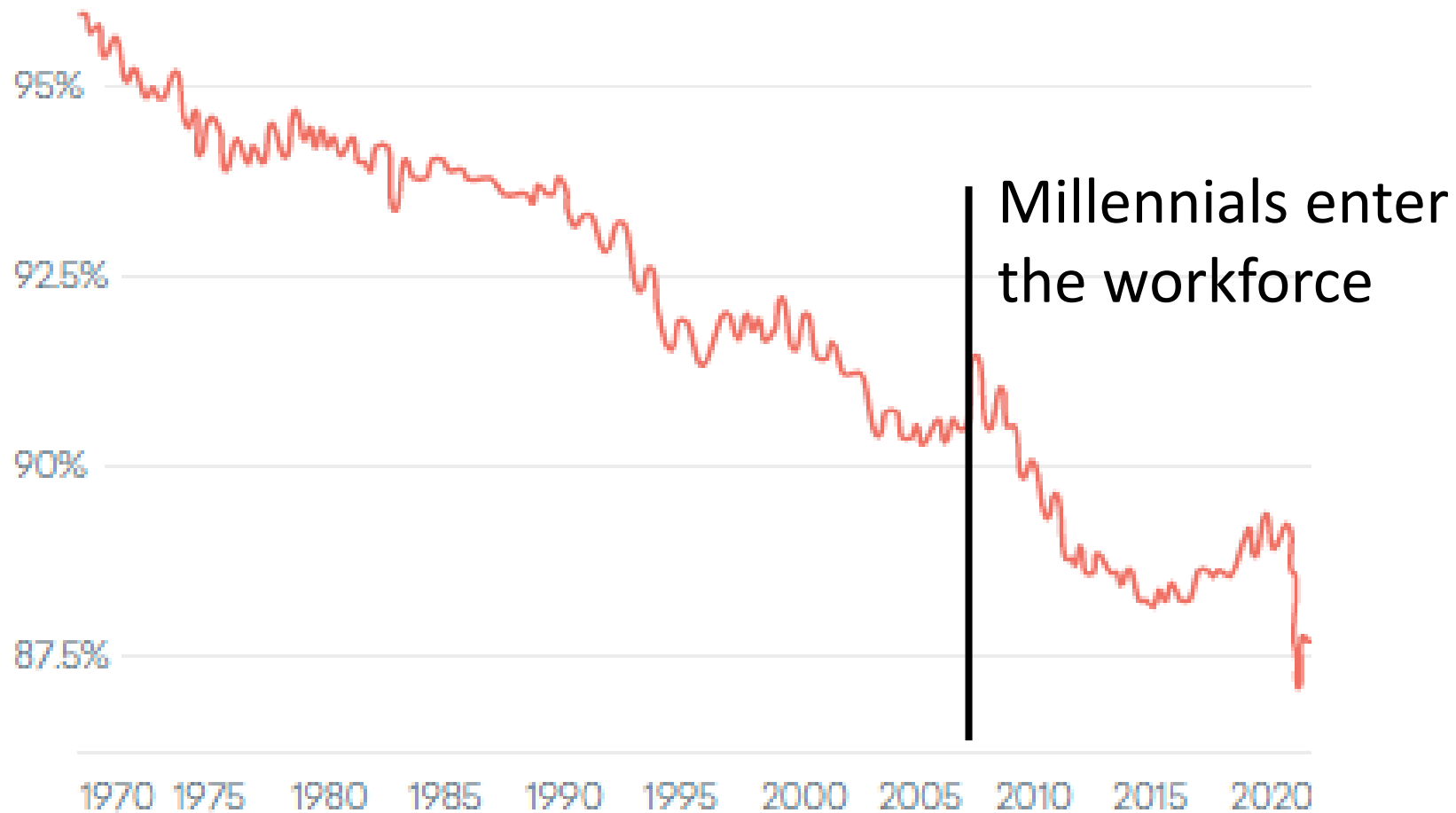


Workforce Challenges – Prime Age (25-54) Male Workforce Participation



Source: BLS Current Population Survey.

Workforce Challenges – Prime Age (25-54) Male Workforce Participation

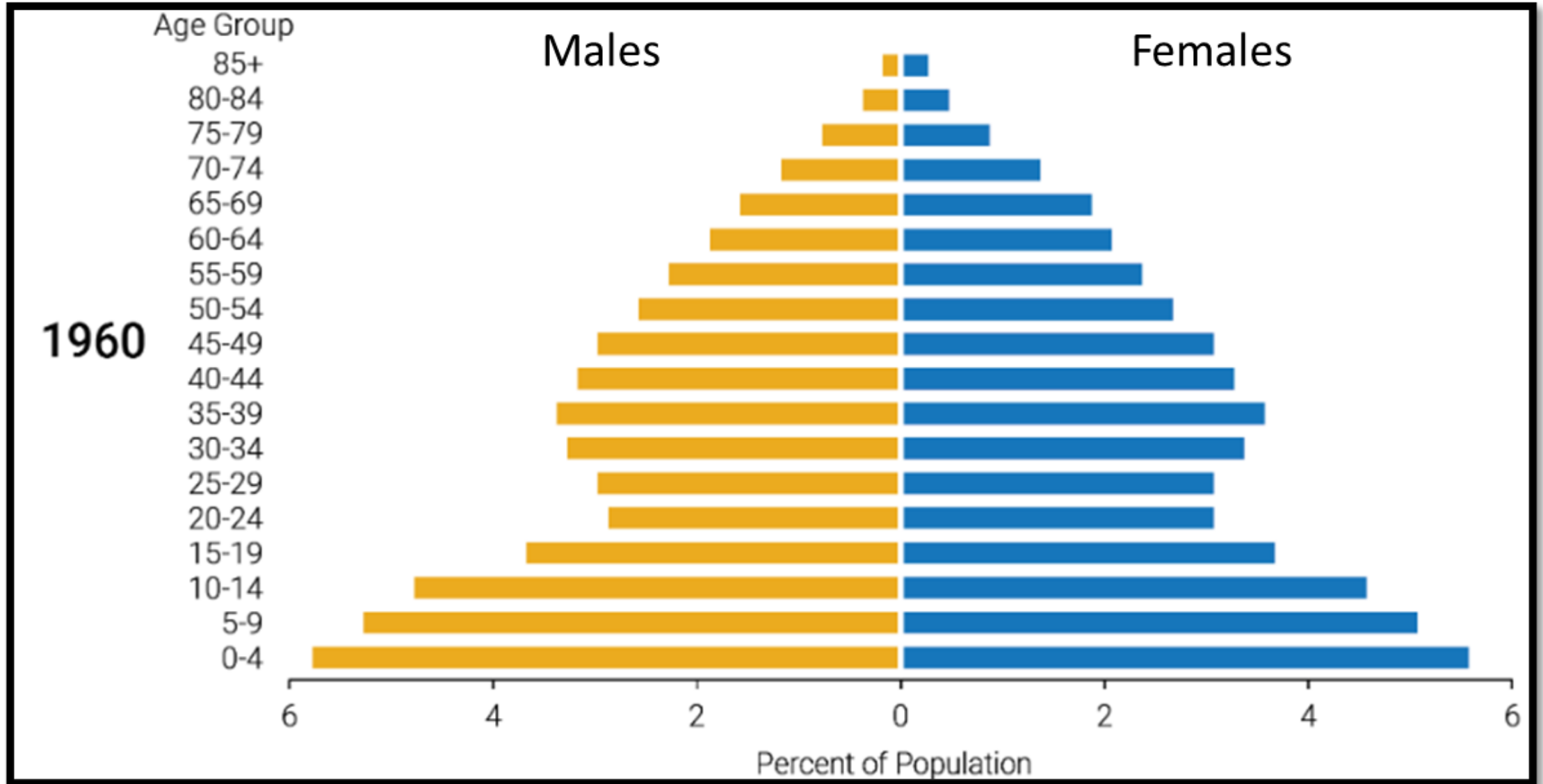


Source: BLS Current Population Survey.

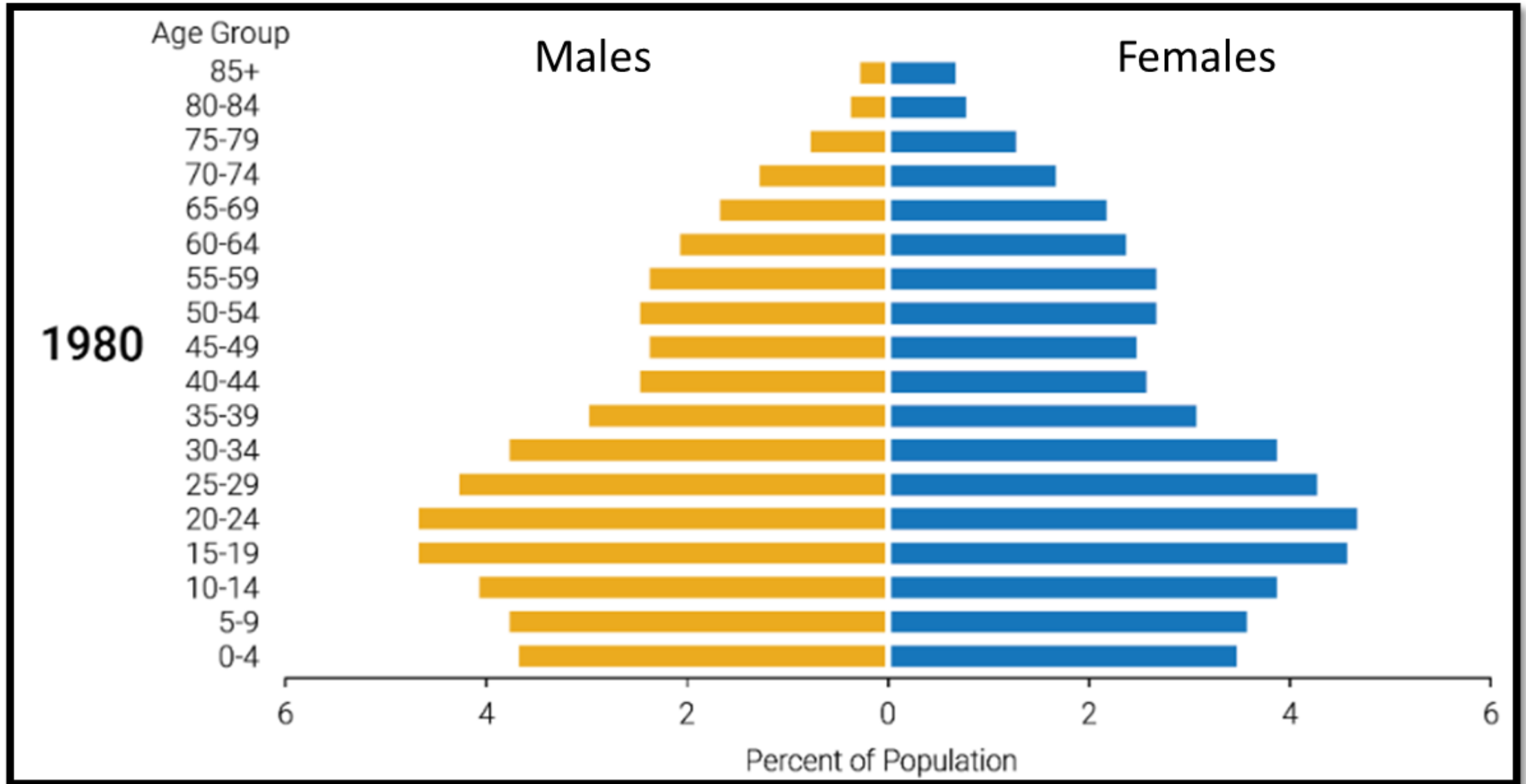
Workforce Challenges

- Baby Boomers created incredible wealth
 - Young X, Old Millennials are expected to inherit ~\$77 Trillion from their parents - begins 2030-2035
- More men 25-34 yo live with parents than with spouse (first time since 1880)
- Drugs are a big problem (robbing nearly a million prime-age men a year from the workforce)
- 2.4M Women left workforce since Feb 2020 – still growing
- Demographics will only be getting worse moving forward

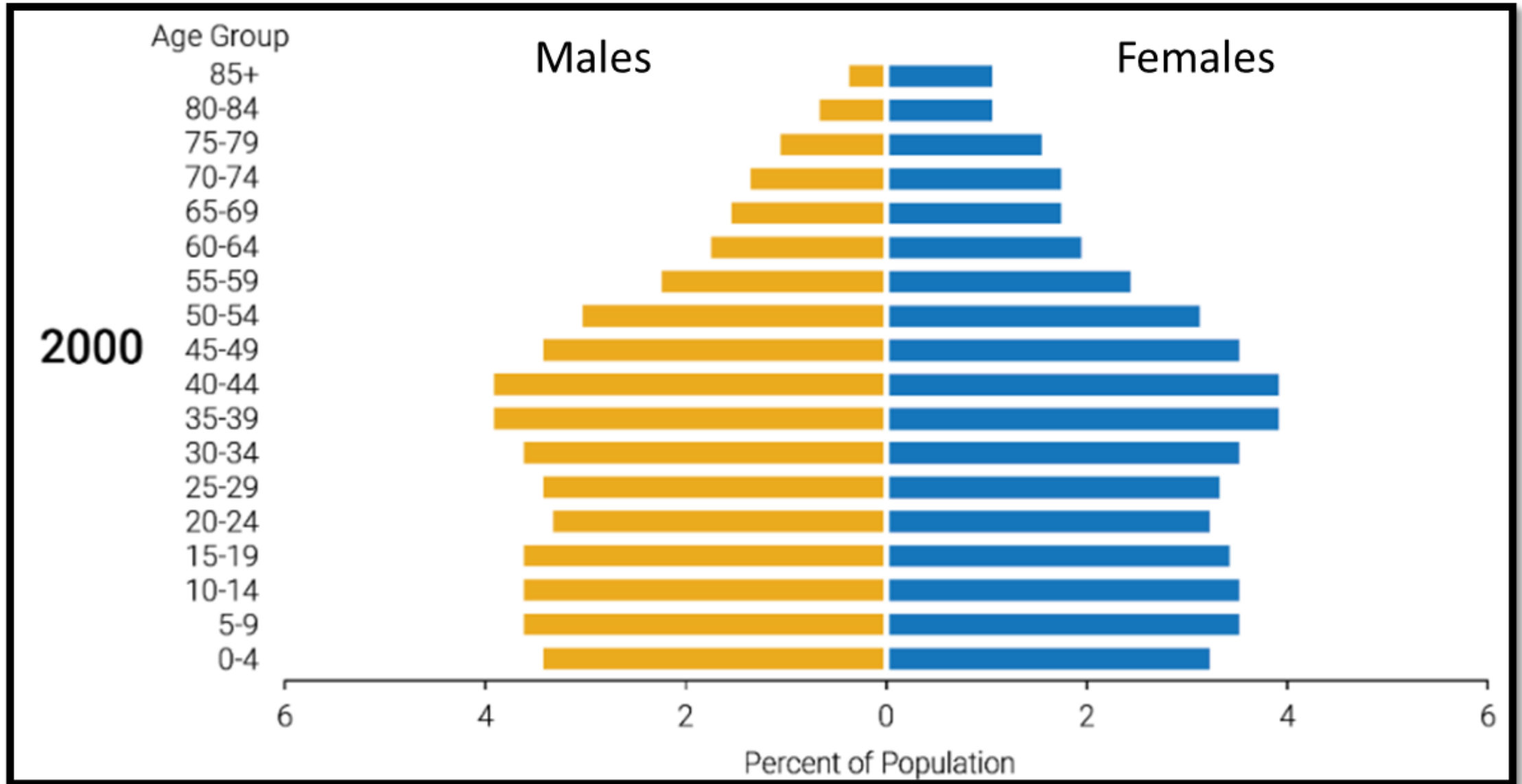
US Population Histogram



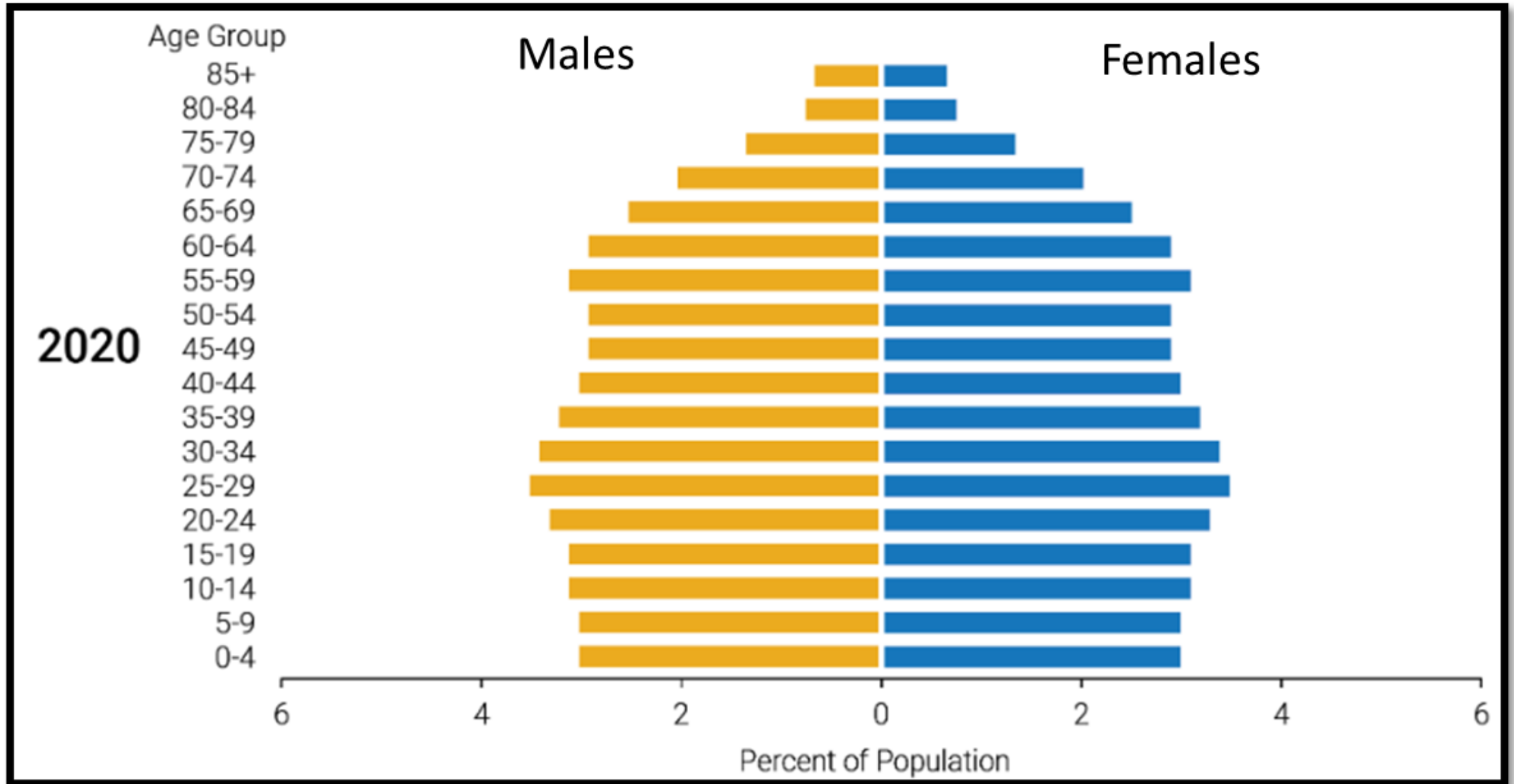
US Population Histogram



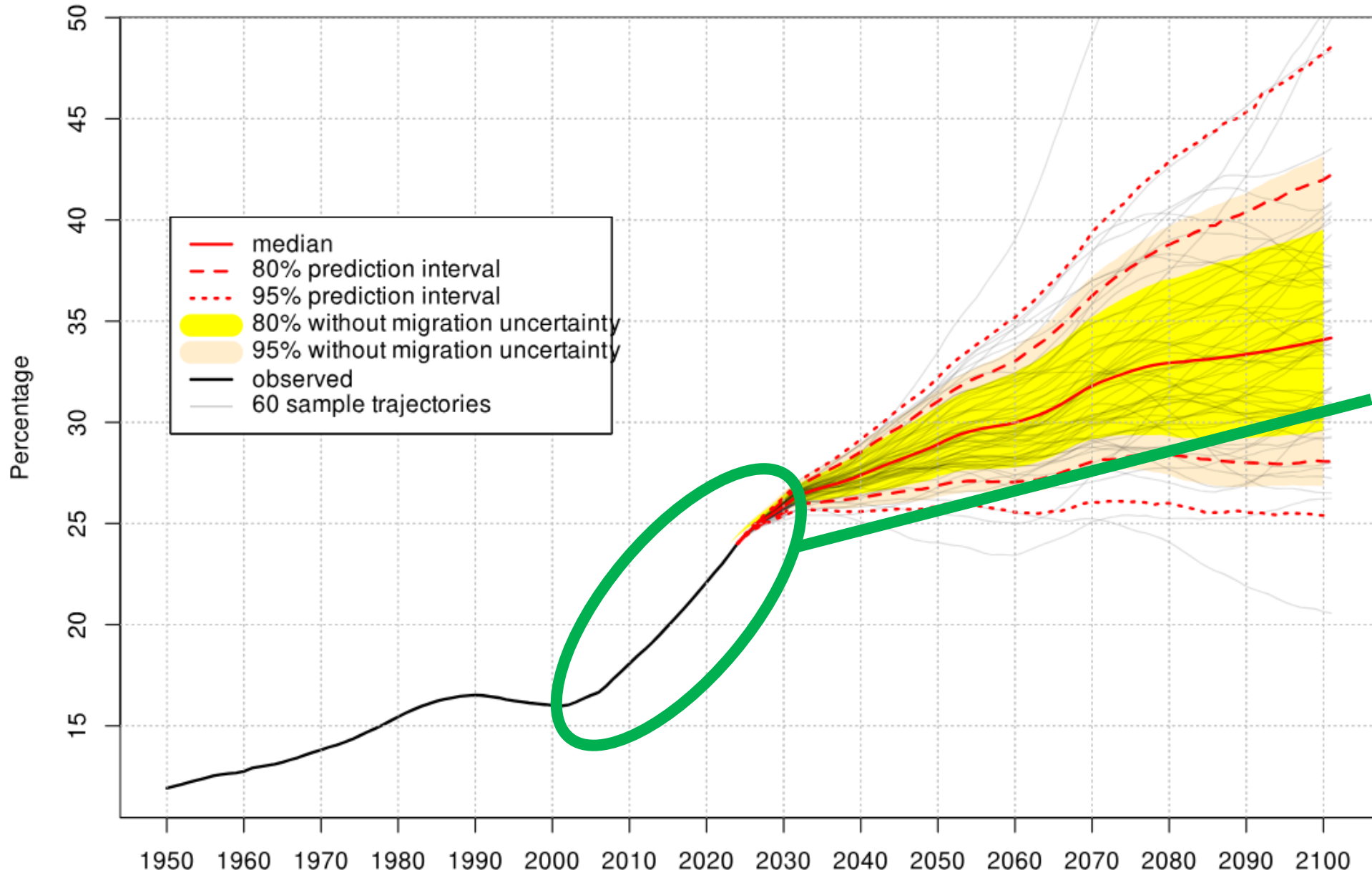
US Population Histogram



US Population Histogram



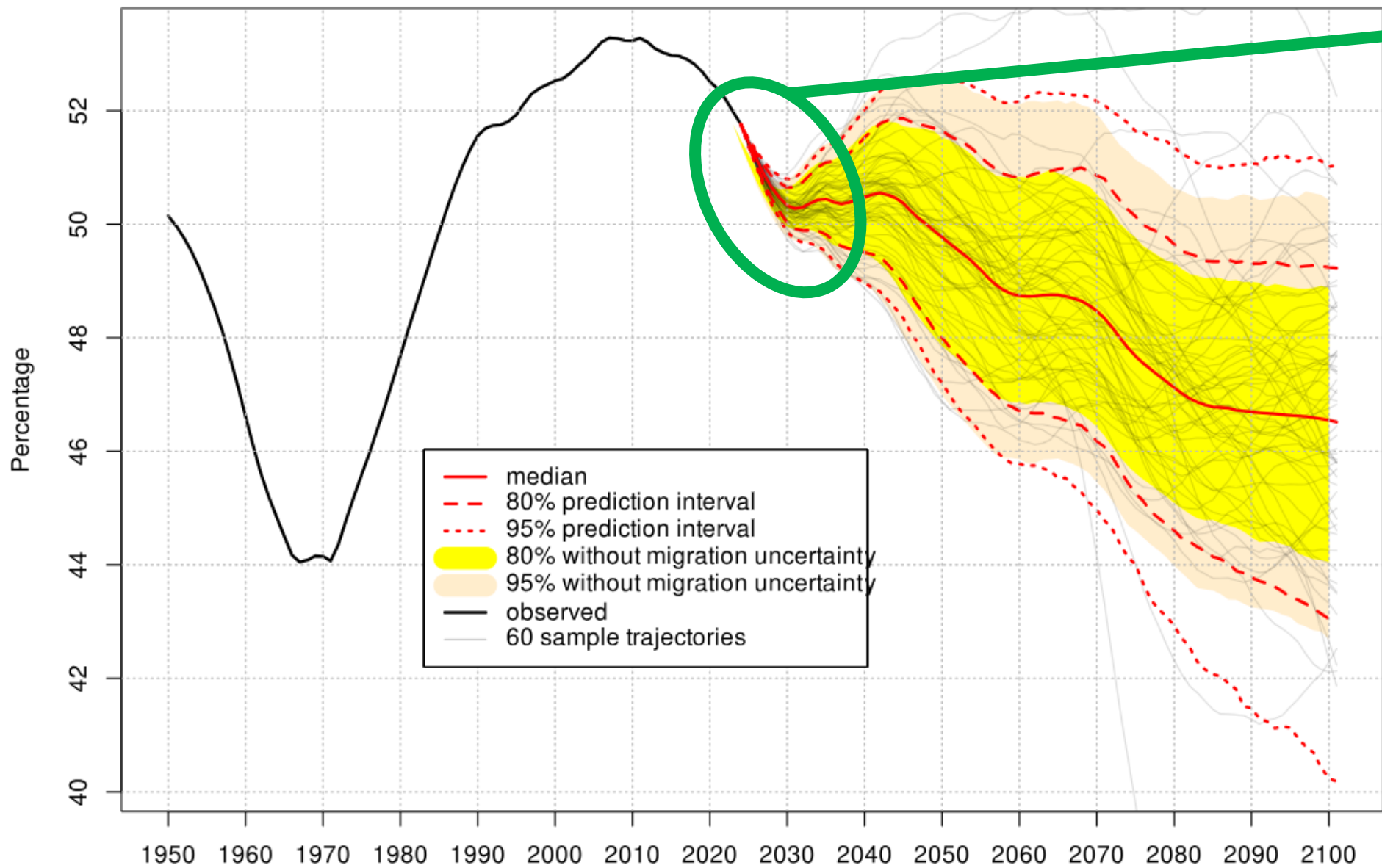
United States of America: Percentage of population aged 60 years or over



Near Exits

*-60+ yr olds as a % of population has grown 50%
-Doesn't level off to mid-2030s*

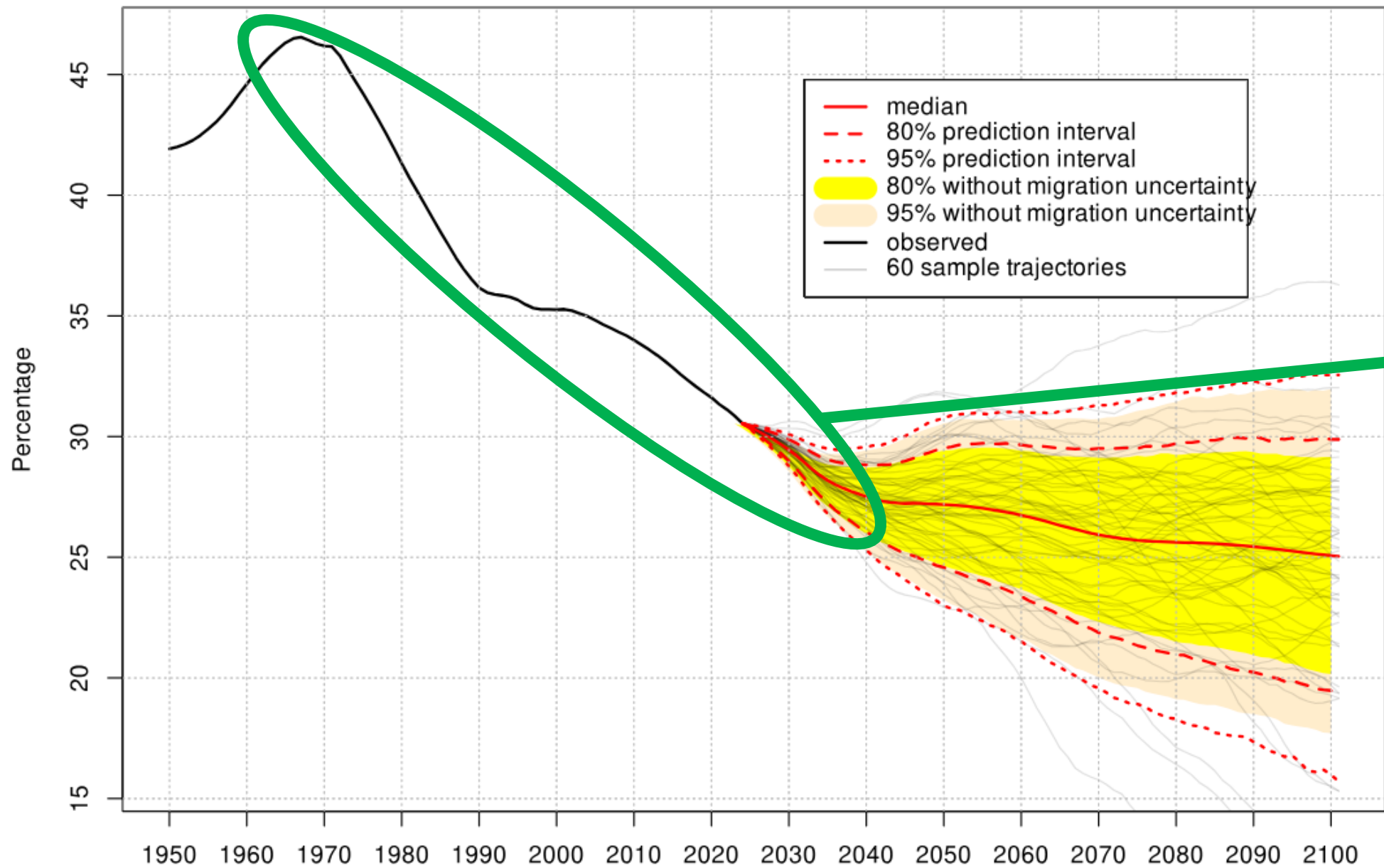
United States of America: Percentage of population aged 25-64 years



**Total Workforce
Keeps Shrinking
until Early
2030s**

***Additional 5%+
Drop in Total
Workforce over
next 7-10yrs***

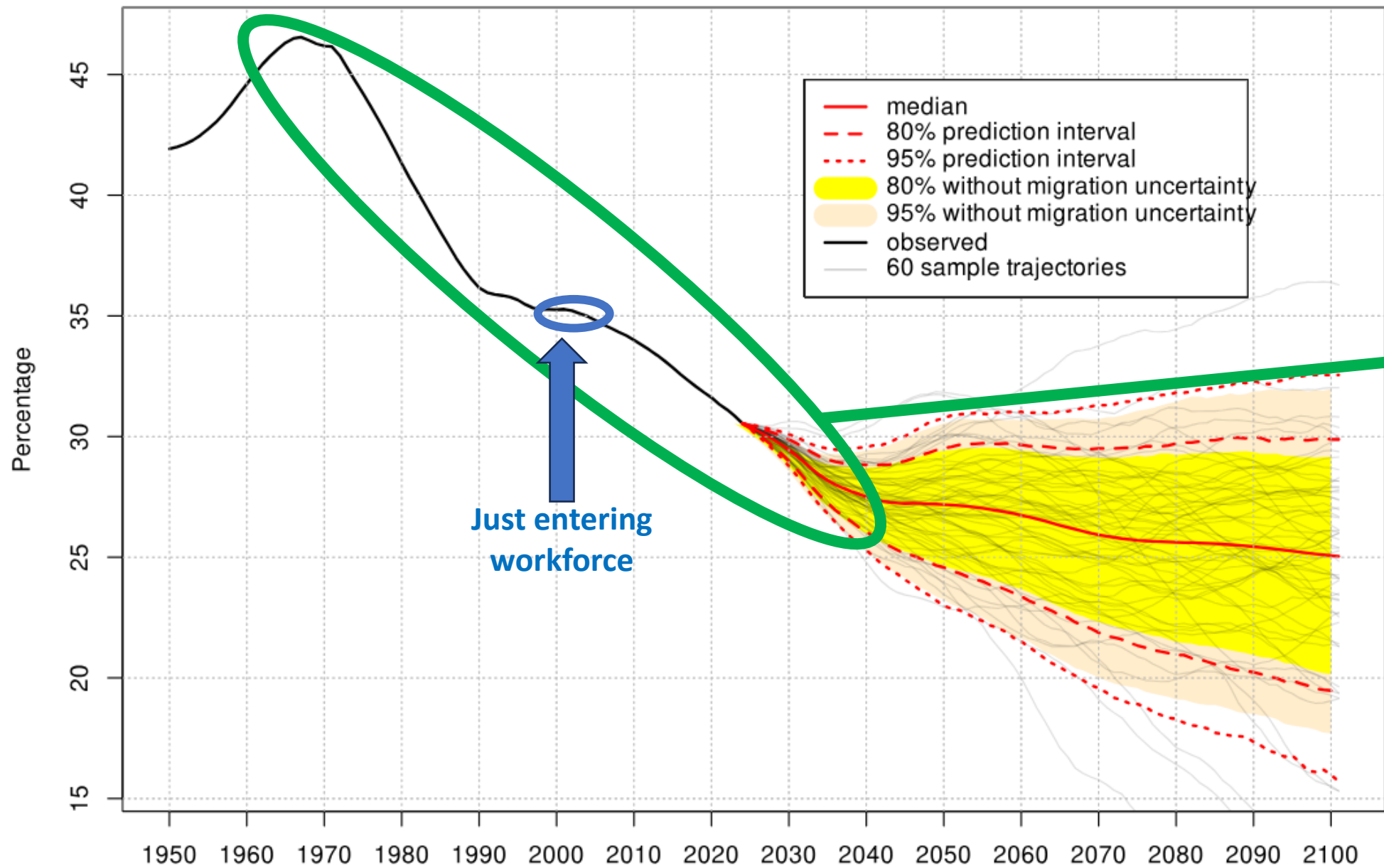
United States of America: Percentage of population under 25 years of age



No More Senior Discounts

Massive decrease in future workforce as a % of population

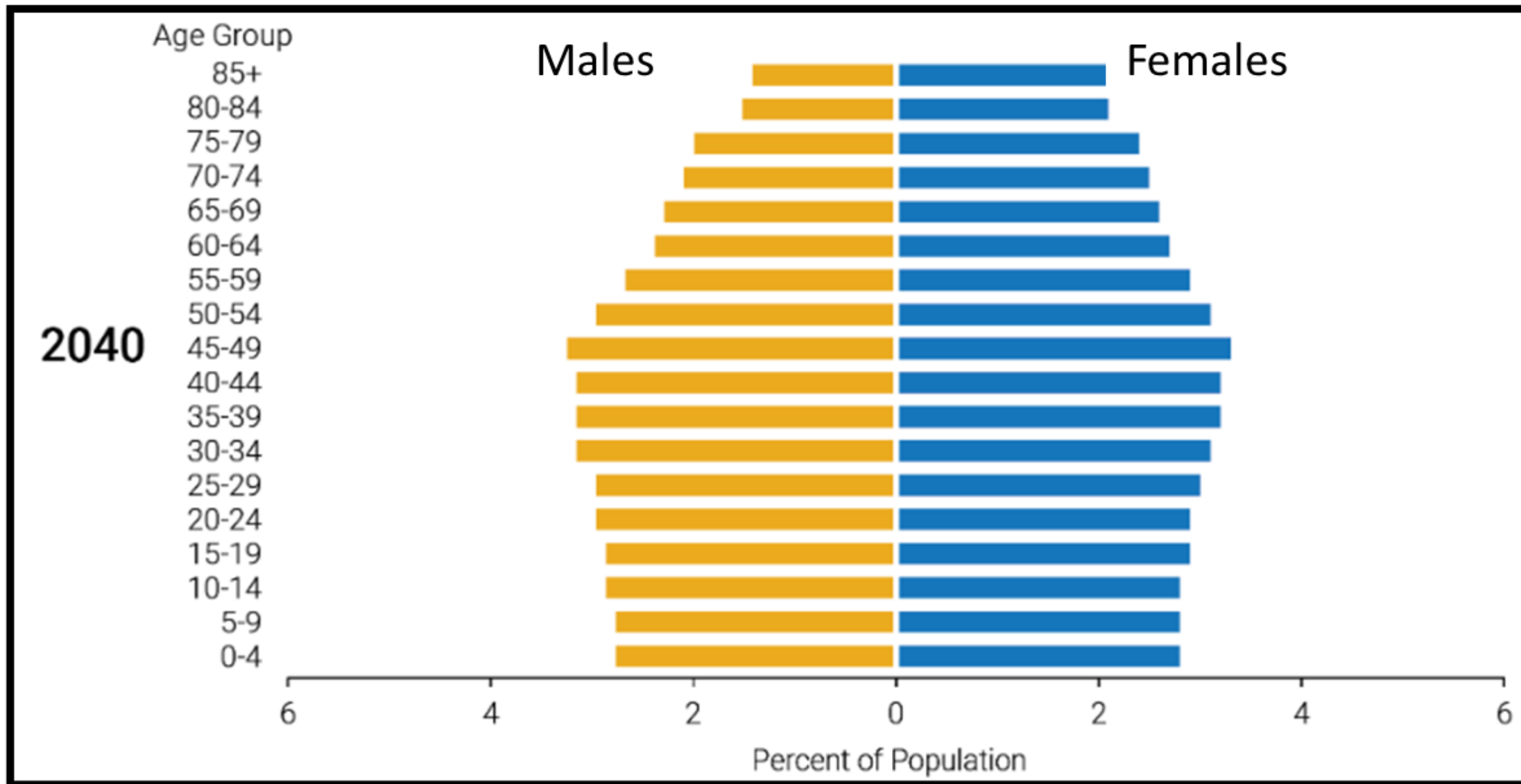
United States of America: Percentage of population under 25 years of age



Just entering
workforce

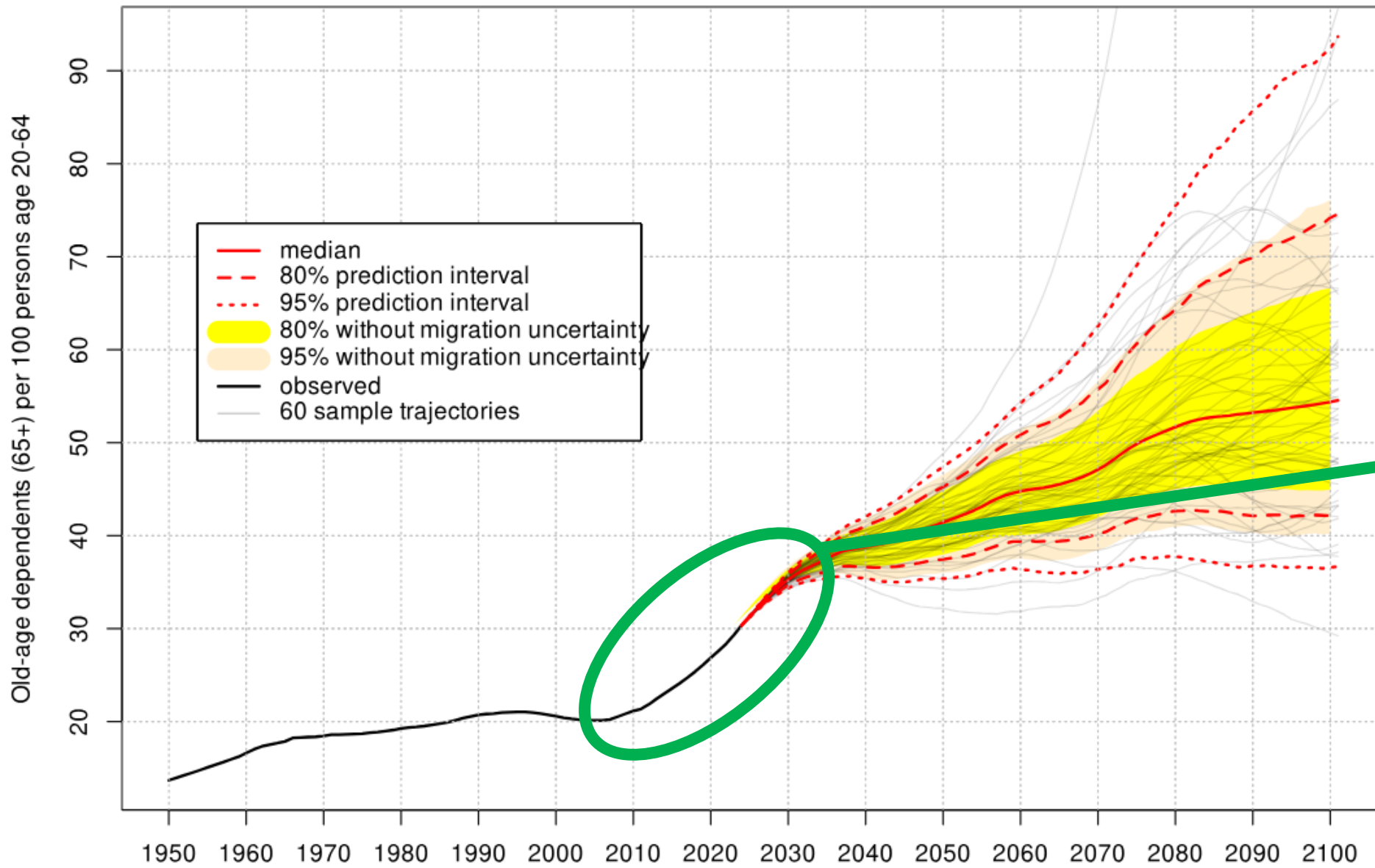
**No More Senior
Discounts**
*Massive decrease
in future workforce
as a % of
population*

US Population Histogram



*2040 Fertility Rates will be below replacement rate – all growth will be immigration
2024 Growth rate of 65+ Age will outpace growth of younger generations thru 2054*

United States of America: Old-age Dependency Ratio $\left(\frac{\text{Age 65+}}{\text{Age 20-64}}\right)$



**Employer
Opportunity:
Family
Caretakers to
Double**

*Currently about 1
out of 4 have an
older family
member they care
for....this will
double in next few
years*

Mid- and Long-Term Outlook

this is the

BEST

it will be

(for the remainder of our careers
barring a sustained recession/depression)

So What's Next?

When You See a Another Employer



Talking To Your Top Performer

Client Experiences:

These are the current market realities...

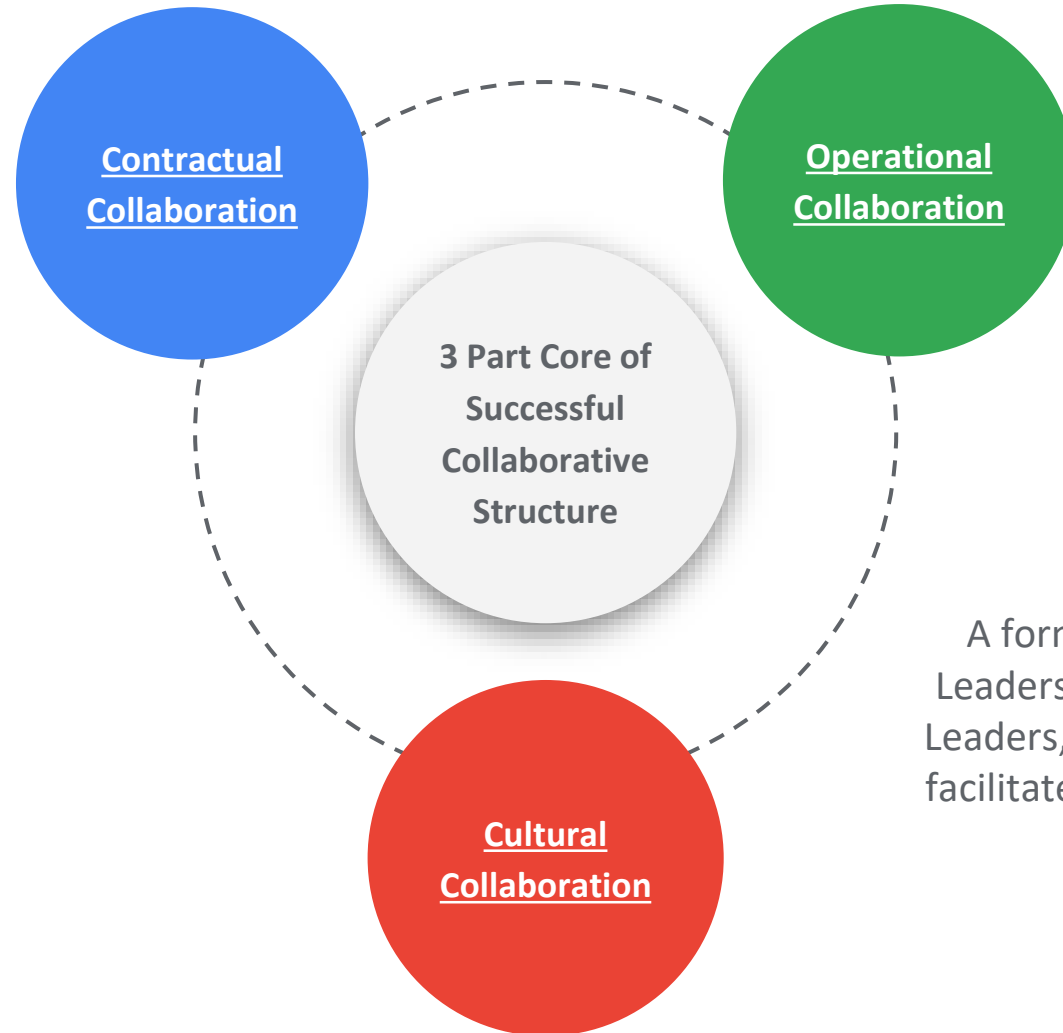
- Hot Markets for Vendors
- Workforce will not be improving
- Product/Equipment/Material availability will continue to vary
- Cost escalation/ uncertainty/ “sticker shock”
- Quality & Safety worsening
- Productivity worsening
- Margins diminished
- Everyone looking for solutions – trying old ways again....



Procurement Leadership Approach

Collaborative Strategic Partnership = TRUST

Contract conditions reflect the “win-win” intent and incentivizes collaborative behavior. A mutual risk-sharing model to promote aligned interests and project success.

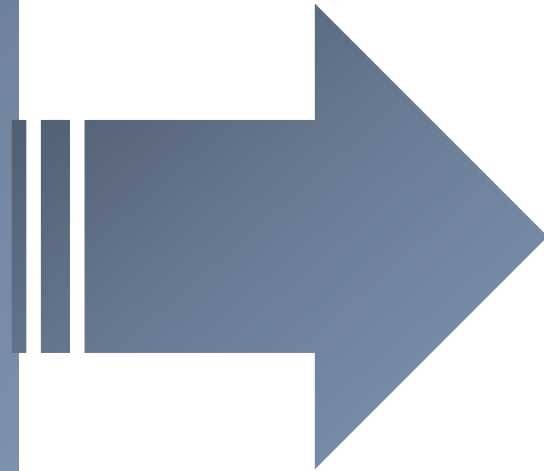


Proactive approach to project execution by leveraging early engagement, shared risk, better controls data, focus on productivity analysis, all to streamline project execution.

A formal structure across Company Leadership, Project Management, Task Leaders, and Professionals. Trained and facilitated collaboration, and innovation efforts.

Future Project Considers...

- Processes
- Technology
- Training
- Contracts
- Safety



Contrary to popular belief, digital transformation is less about technology and more about people.

You can pretty much buy any technology, but your ability to adapt to an even more digital future depends on developing the next generation of skills - [the future is to focus on reskilling and upskilling people so that they are better equipped to adjust to change.](#)

- Harvard Business Review

Introduction to AI

Intro – Basics of AI

$$J = \frac{1}{n} \sum_{i=1}^n (\text{pred}_i - y_i)^2$$

$$J = \frac{1}{n} \sum_{i=1}^n (a_0 + a_1 \cdot x_i - y_i)^2$$

$$\frac{\partial J}{\partial a_0} = \frac{2}{n} \sum_{i=1}^n (a_0 + a_1 \cdot x_i - y_i) \implies \frac{\partial J}{\partial a_0} = \frac{2}{n} \sum_{i=1}^n (\text{pred}_i - y_i)$$

$$\frac{\partial J}{\partial a_1} = \frac{2}{n} \sum_{i=1}^n (a_0 + a_1 \cdot x_i - y_i) \cdot x_i \implies \frac{\partial J}{\partial a_1} = \frac{2}{n} \sum_{i=1}^n (\text{pred}_i - y_i) \cdot x_i$$



PERSONAL FINANCE

A.I. is on a collision course with white-collar, high-paid jobs — and with unknown impact

PUBLISHED MON, JUL 31 2023 7:30 AM EDT

BUSINESS

Two-Thirds of Jobs Are at Risk: Goldman Sachs A.I. Study

...nt bank's economists estimate that 46% of administrative positions, ... positions, and 37% of engineering jobs could be replaced by artificial

Forbes

ENTERPRISE TECH

Half Of All Skills Will Be Outdated Within Two Years, Study Suggests

Joe McKendrick Senior Contributor

I track how technology innovations move markets and careers

Follow

Oct 14, 2023, 11:20am EDT

Guardian

...m with \$5 per month

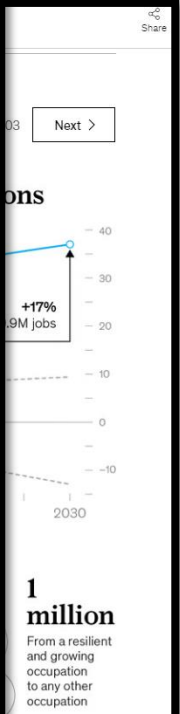
The Guardian

...ion Sport Culture Lifestyle More

...as Asia Australia Middle East Africa Inequality Global development

AI having 'positive impact' on UK jobs but could increase regional inequalities, says report

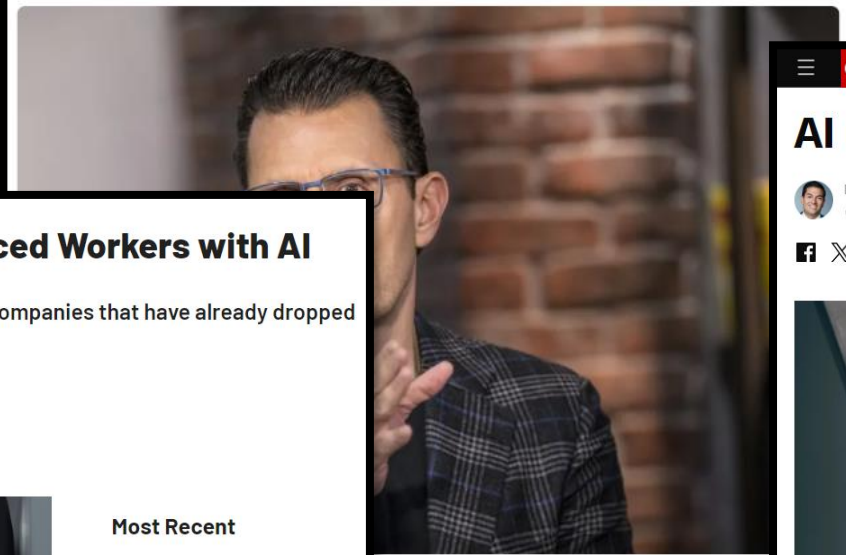
Study finds new technologies have created and upskilled jobs but disparities in education and investment may affect pace of change



Tesla posts new AI, robotics jobs after record layoffs



Exclusive: Intuit is laying off 1,800 employees as AI leads to a strategic shift



Survey reveals almost half of all managers aim to replace workers with AI, could use it to lower wages

Define "collaborative"
By Rob Thubron March 25, 2024 at 9:51 AM | 40

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Tech

AI plays role as tech layoffs surpass 100,000 in 2024

Jul. 14, 2024 8:00 AM ET | Intuit Inc. (INTU) Stock, OTEX Stock, PATH Stock, OTEX:CA Stock | AAPL, MSFT, META... | By Brandon Evans, SA News Editor | 12 Comments

Companies That Have Already Replaced Workers with AI

The AI job takeover is in full swing for many. Here's a list of companies that have already dropped workers for AI.

Written by **Isobel O'Sullivan** Updated on **March 12, 2024**

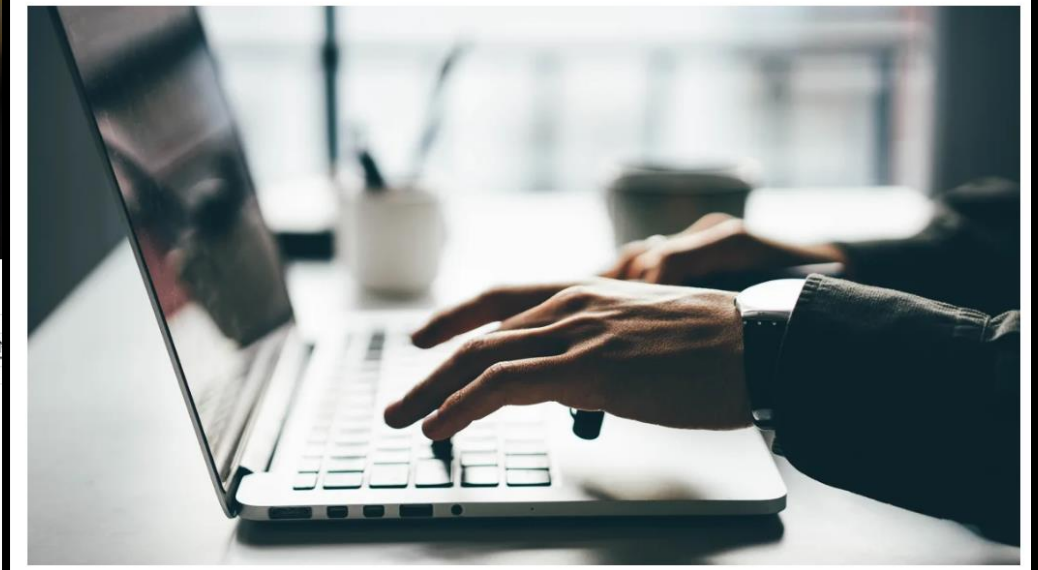


Most Recent

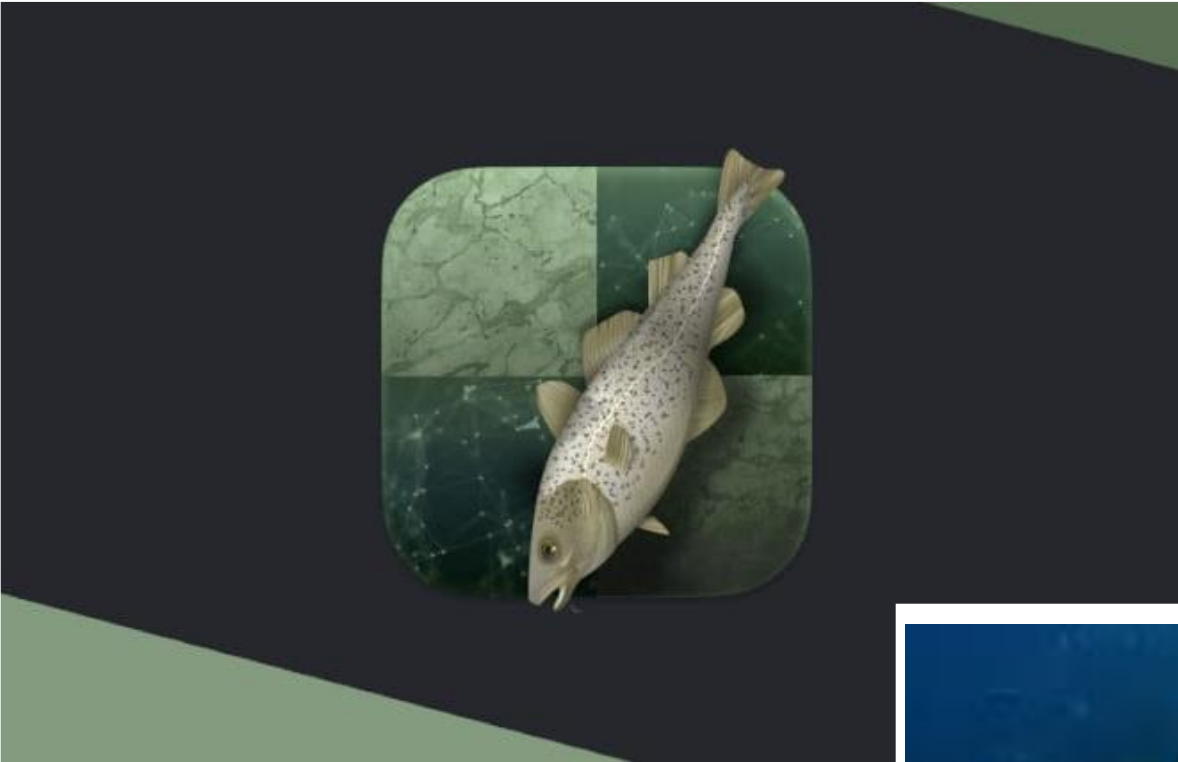
- The iPhone iOS 18 Features You Should Be Most Excited About
Adam Marshall - 17 mins ago
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Adam Marshall - 5 hours ago
- A Quick Guide to 4 Trending AI Scams to Avoid in 2024
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- Kaspersky to Shut Down in US Following Ban on Antivirus
Adam Marshall - 7 hours ago


AI is replacing human tasks faster than you think

By Matt Egan, CNN
5 minute read · Updated 2:02 PM EDT, Thu June 20, 2024



...00 of its global employees—10% of its the company. But leadership says the



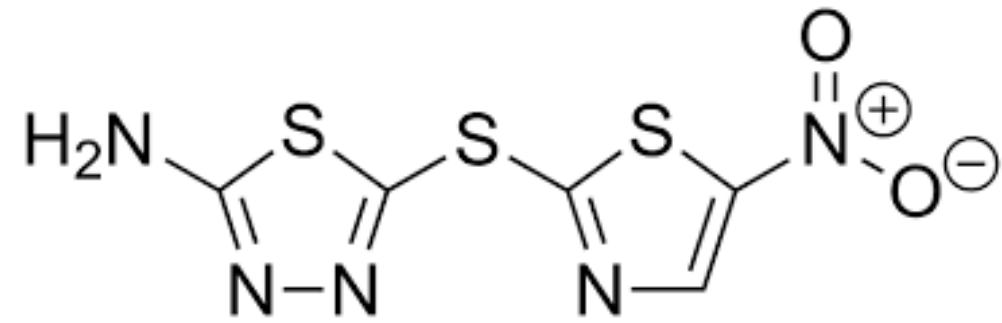


“Chess has
been shaken to
its roots by
AlphaZero”

- Garry Kasparov

*Russian Chess Grandmaster, World Champion (1985
to 2000), Ranked #1 for 255 Consecutive Months*







Cvt Sabrina "Roco" Rubin

"Evil" Bill Gray

RESCUE

USAF Test Pilot School

In-Flight Simulator

AF 86 048

Calspan
AEROSPACE

VISTA

X-62

Air Force Secretary Frank Kendall

“At the end of the hourlong flight, Kendall climbed out of the cockpit grinning. He said he’d seen enough during his flight that he’d trust this still-learning AI with the ability to decide whether or not to launch weapons in war.”







You

what is a gpt



ChatGPT

"GPT" stands for Generative Pre-trained Transformer. It is a type of artificial intelligence model developed by OpenAI that uses deep learning techniques, specifically a type of neural network known as a transformer, for natural language processing (NLP) tasks. Here are the key components of GPT:

This is GPT

1. **Generative:** This term indicates that the model can generate text. It can produce coherent and contextually relevant sentences based on the input it receives, making it useful for a variety of applications like writing assistance, conversation, and content creation.
2. **Pre-trained:** GPT models are pre-trained on a diverse and large corpus of text. This training involves learning the statistical relationships between words, phrases, and other elements of language from this vast dataset. This pre-training helps the model understand language and context before it is fine-tuned for specific tasks.
3. **Transformer:** The model architecture is based on the transformer mechanism, which is highly effective at handling sequences of data (like sentences in text). Transformers use mechanisms called attention and self-attention to weigh the importance of different words in a sentence, regardless of their distance from each other in the text. This allows GPT to generate text that is relevant and contextually appropriate over longer distances than previous models could handle.

ChatGPT correctly diagnosed a 4-year-old's mysterious disease after 17 doctors failed

Kate Hull Sep 12, 2023, 3:20 PM MST

Share Save



“I went line by line of everything that was in his (MRI notes) and plugged it into ChatGPT,” she says. “I put the note in there about ... how he wouldn’t sit crisscross applesauce. To me, that was a huge trigger (that) a structural thing could be wrong.” (Mother)

<https://www.today.com/health/mom-chatgpt-diagnosis-pain-rcna101843>



AR

ChatGPT-5: release date, price, and what we know so far



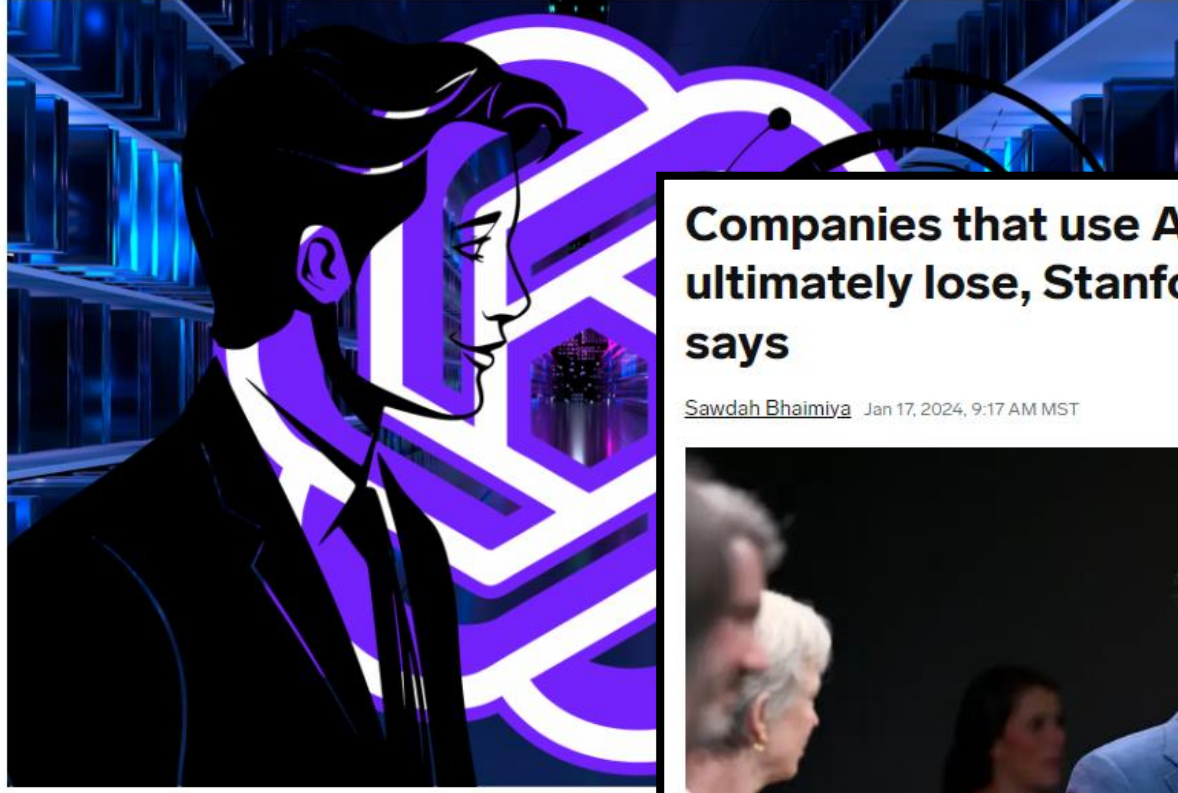
Suswati Basu | Tech Journalist

Fact Checked by [Sam Shedden](#)

Last updated: 4 July, 2024

Disclosure

rww Why Trust Us



World Business Markets Sustainability Legal Breakingviews Technology Investigation

Artificial Intelligence

Exclusive: OpenAI working on new reasoning technology under code name 'Strawberry'

By Anna Tong and Katie Paul

July 15, 2024 7:37 AM MST · Updated a day ago



Companies that use AI to replace workers will ultimately lose, Stanford University professor says

[Sawdah Bhaimiya](#) Jan 17, 2024, 9:17 AM MST

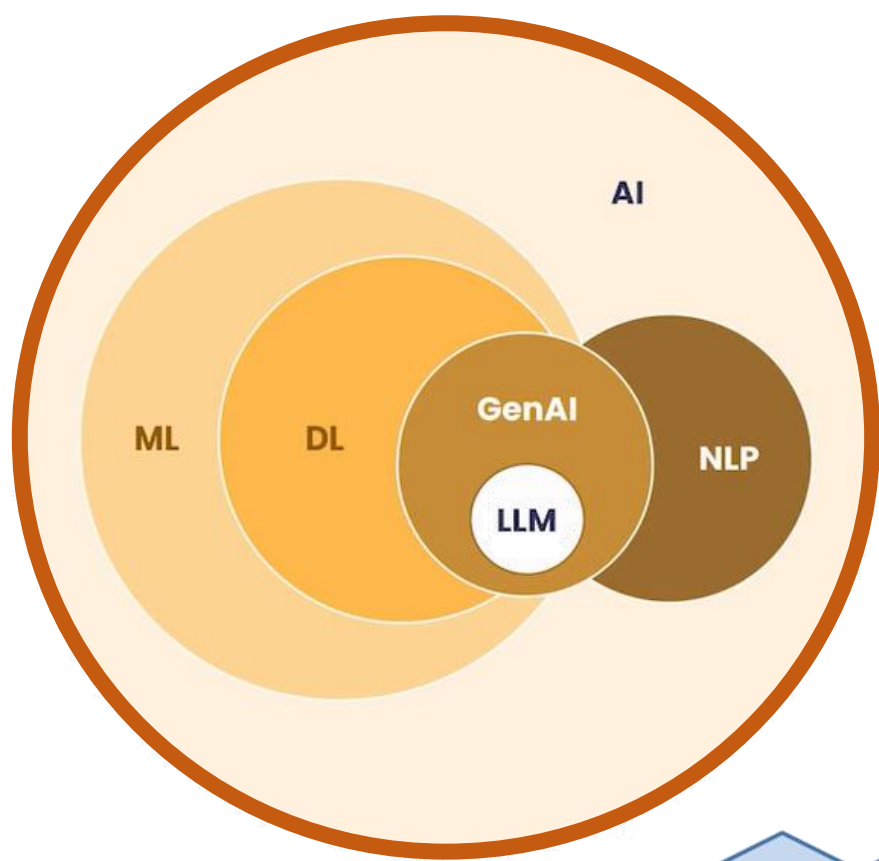
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What is AI?

- Artificial intelligence (AI) refers to systems or machines that mimic human intelligence to perform tasks and can iteratively improve themselves based on the information they collect. AI manifests in various forms, such as:
 - **Machine Learning (ML):** This involves algorithms that learn patterns and insights from data without being explicitly programmed. For instance, a machine learning model could learn to identify cats in photos by analyzing thousands of images.
 - **Deep Learning (DL):** is a subfield of machine learning that is particularly effective at learning from large amounts of data. It uses algorithms called neural networks that are designed to recognize patterns and features in data in ways that mimic human brain function, albeit at a very simplified level. Uses large sets of raw data
 - **Natural Language Processing (NLP):** It mimics human language and is the technology behind how machines understand and interact with human language. It's used in applications like chatbots, translation services, and voice-activated assistants. Uses data to make predictions.
 - **Large Language Model (LLM):** No longer just mimicking natural language, but able to understand and respond/speak with contextually relevance.
 - **Generative AI (GenAI):** A type of artificial intelligence that can create new content like text, images, music, audio, and videos. Generative AI uses neural networks to identify structures and patterns in existing data to generate new content. This allows computers to produce outputs that are often indistinguishable from human-generated content.
 - **Robotics:** This involves designing robots that can perform tasks that are usually done by humans. These robots often use AI to handle tasks such as navigating around obstacles or manipulating objects.
 - **Computer Vision:** AI in this field enables machines to interpret and make decisions based on visual data. Applications include facial recognition systems, medical image analysis, and autonomous vehicles.
 - **Expert Systems:** These are AI systems that use databases of expert knowledge to offer advice or make decisions in such areas as medical diagnosis and the stock market.



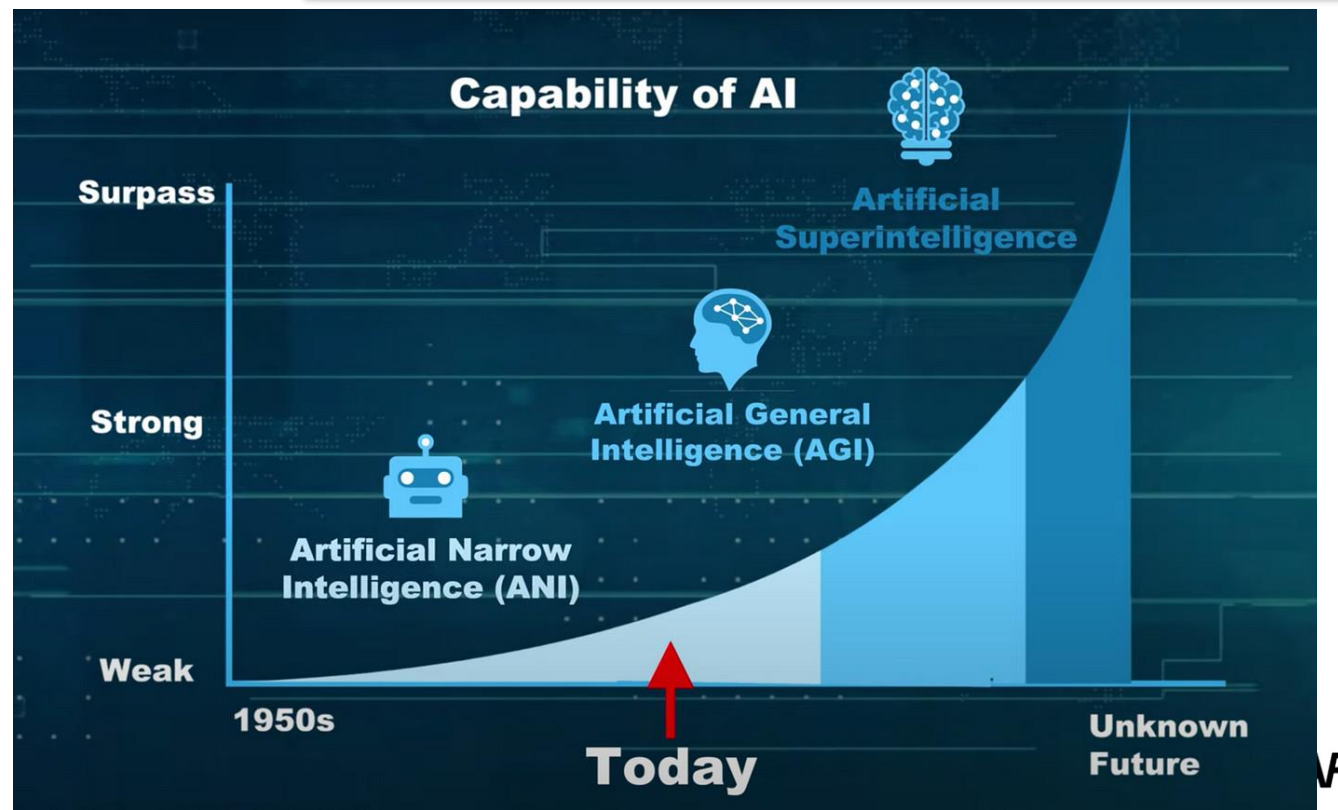
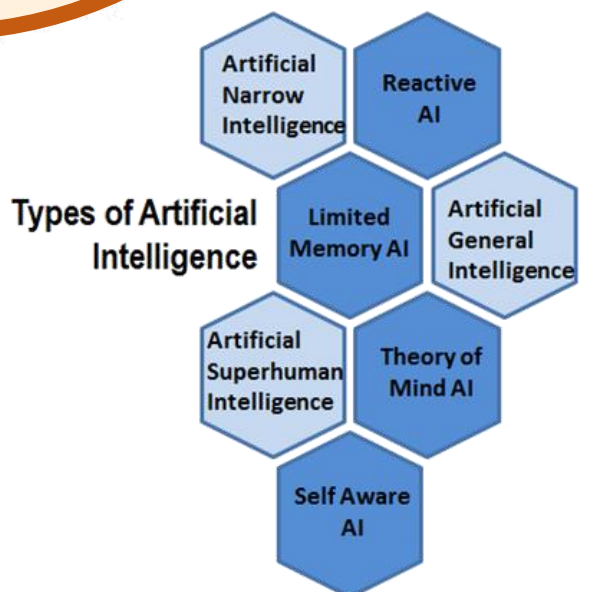
WRITING	CHATGPT	GRAMMARLY	COPY.AI
DESIGN	CANVA	FIGMA	BRANDEER
PAYMENT	GUMROAD	LEMON SQUEEZY	PADDLE
WEBSITES	TYPEDREAM	WEBFLOW	FRAMER
PRESENTATION	PITCH	TOME	SLIDEBEAN
PRODUCTIVITY	NOTION	LOOP	CODA
AUTOMATION	ZAPIER	MAKE	N8N

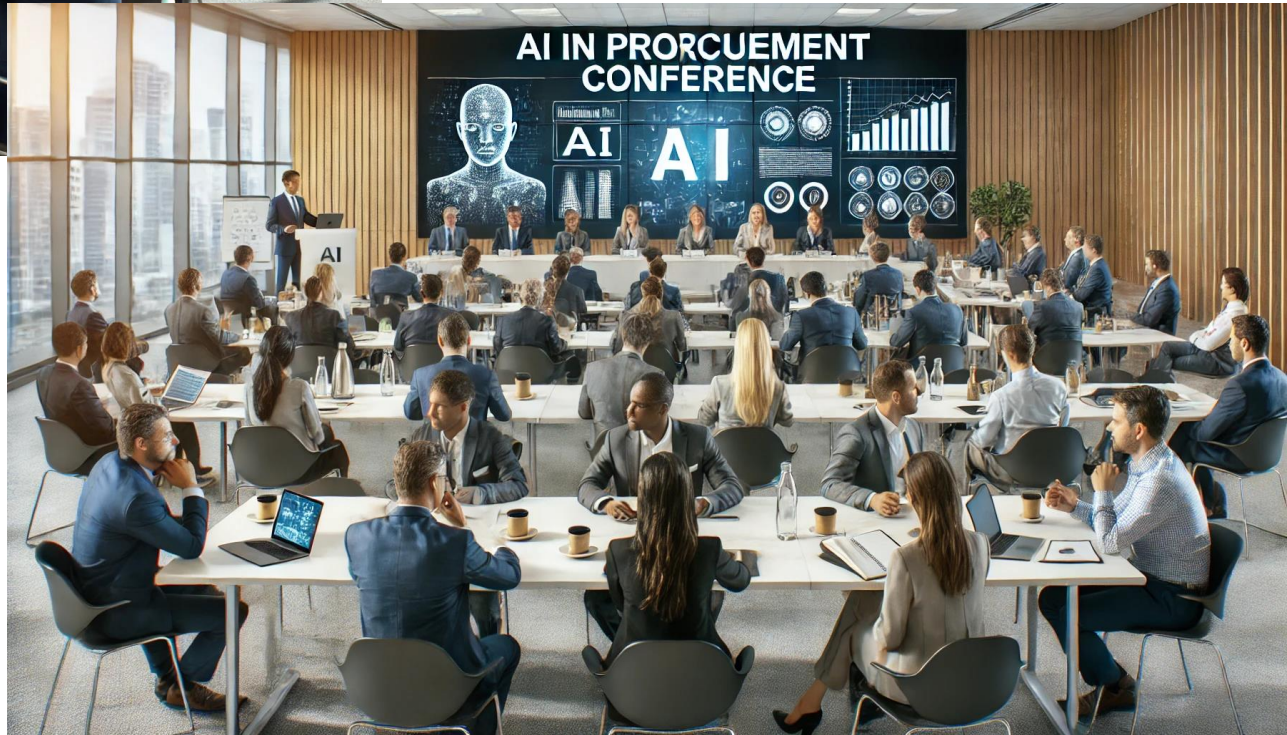
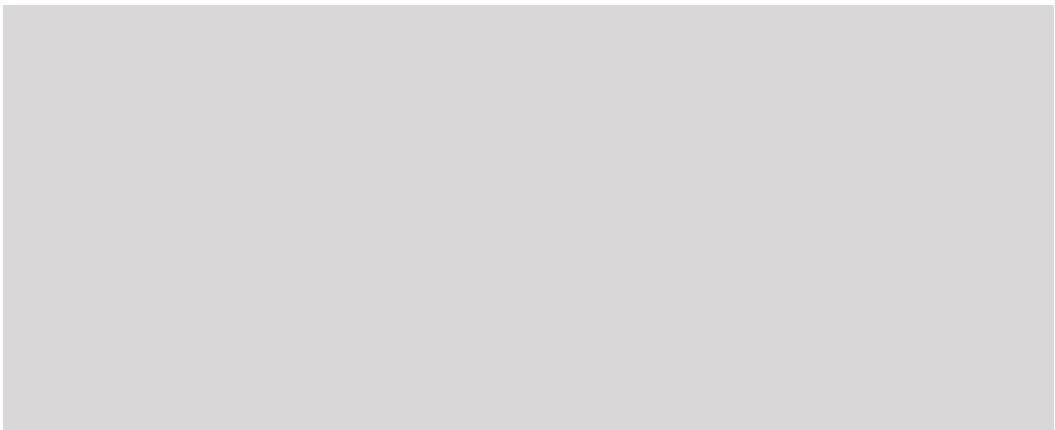
Artificial Intelligence	Artificial Intelligence, is the development of computer systems that mimic human intelligence to perform tasks like learning, problem-solving, and decision-making.
Machine Learning	Supervised Learning : Supervised learning is a type of machine learning where a model is trained on a labelled dataset, making predictions based on input features and adjusting through iterative feedback.
	Unsupervised Learning : Unsupervised learning discovers patterns in data without labelled guidance, allowing the model to identify inherent structures or relationships autonomously.
	Reinforcement Learning : Reinforcement learning is where an agent learns by interacting with an environment, optimizing decisions based on received rewards or penalties.
Deep Learning	Deep learning employs neural networks with multiple layers to automatically learn and extract hierarchical features from data.
Gen AI	Generative AI, creates original content or solutions autonomously, extending beyond mimicking human intelligence to generate novel and creative outputs.



Artificial Intelligence
Contact info@venturescanner.com to see all 957 companies

Venture Scanner





new image request - show a procurement professional using AI



GPT Options

Featured

Curated top picks from this week



SciSpace

Do hours worth of research in minutes. Instantly access 200M+ papers, analyze papers at lightning...

By scispace.com



Language Teacher LMs

Smith

Supports 20+ languages: German, French, English, Korean, Japanese, ... You

By tevfik.xyz

Trending

Most popular GPTs by our community



image generator

A GPT specialized in generating and refining images with a mix of ... and friendly tone. image gene

By NAIJ JALOTAIBI



Consensus

Your AI Research Assistant. Search academic papers from Consensus, get science-based answers, and d

By consensus.app

Writing

Enhance your writing with tools f



Write For Me

Write tailored, engaging content with a focus on quality, relevant keywords, and word count.

By puzzle.today



AI Humanizer Pro

Best AI humanizer to improve your content to bypass AI detectors.

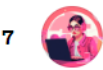
By bypassgpt.ai



Generator Text to Video Maker

The Assistant helps you create high-quality video prompts by easily utilizing InVideo technology.

By Sora Video



ChatPRD - AI for Product Managers

An on-demand Chief Product Officer that drafts and improves your PRDs, while coaching you to become an elite product...

By Claire V Lawless



Fully SEO Optimized Article including FAQ's

Create a 100% SEO Optimized Article | Plagiarism Free Content | Title | Meta Description | Headings with Proper H1-H6...



Humanize AI

Top 1 AI humanizer to help you get human-like content. Humanize your AI-generated content for FREE.

By gptinf.com



CV Writer - the CV Expert

Expert in crafting personalised, professional and humanized CVs optimised for ATS (Applicant Tracking System) - ...

By C elberg



Book Creator Guide

A writing assistant specializing in book creation, web research, and format recommendations.

Productivity

Increase your efficiency

1



Canva

Effortlessly design anything: presentations, logos, social media posts and more.

By canva.com

3



PDF Ai PDF

Securely store and chat with ALL your PDFs for FREE, no matter the size. Free Chrome extension to save your GPT chats. Pro...

By myaidrive.com

5



Excel GPT

The worlds most powerful Excel assistant.

By pulsr.co.uk

7



Video GPT by VEED

AI Video Maker. Generate videos for social media - YouTube, Instagram, TikTok and more! Free text to video & speech tool wit...

By veed.io

9



Video Maker

4.2 ★ - Make engaging videos with voiceovers with this Video GPT!

By invideo AI

11



Adobe Express

Stand out with Adobe Express. Quickly and easily make impactful social posts, images, videos, flyers, and more. Your use of Adob...

2



Diagrams: Show Me I charts, presentations, code

Diagram creation: flowcharts, mindmaps, UML, chart, PlotUML, workflow, sequence diagrams, ERD, database & architecture visualiza...

By helpful.dev

4



WebPilot

Search, Browse, Write & Agent. Action API Offering

By gpts.webpilot.ai

6



Presentation and Slides GPT

Powerful PowerPoint presentations. Exports to PowerPoint, Google Slides PDF.

By slidesgpt.com

8



Resume

By combining the expertise of top resume writers with advanced AI, we assist in diagnosing and enhancing your resume...

By jobright.ai

10



Slide Maker Presentation

Create engaging presentations.

By aidocma.com

12



Whimsical

Explains and creates flowcharts, diagrams.

Research & Analysis

Find, evaluate, interpret, and visualize information



Consensus

Your AI Research Assistant. Search 200M academic papers from Consensus, get science-based answers, and draft content...

By consensus.app



AskYourPDF Research Assistant

Free Chat Unlimited PDFs, Access 400M+ Papers (PubMed, Nature, Arxiv, etc), Analyse PDF (Unlimited PDFs), Generate...

By askyourpdf.com



Scholar AI

AI Scientist - search and analyze text, figures, and tables from 200M+ research papers and books to generate new...

By scholarai.io



UX Design Mentor

I provide specific UX or Product Design feedback.

By community builder



Web Browser

I can browse the web to help you find information.

By pixelsbrand.com



MARKETING

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By Dustin Miller

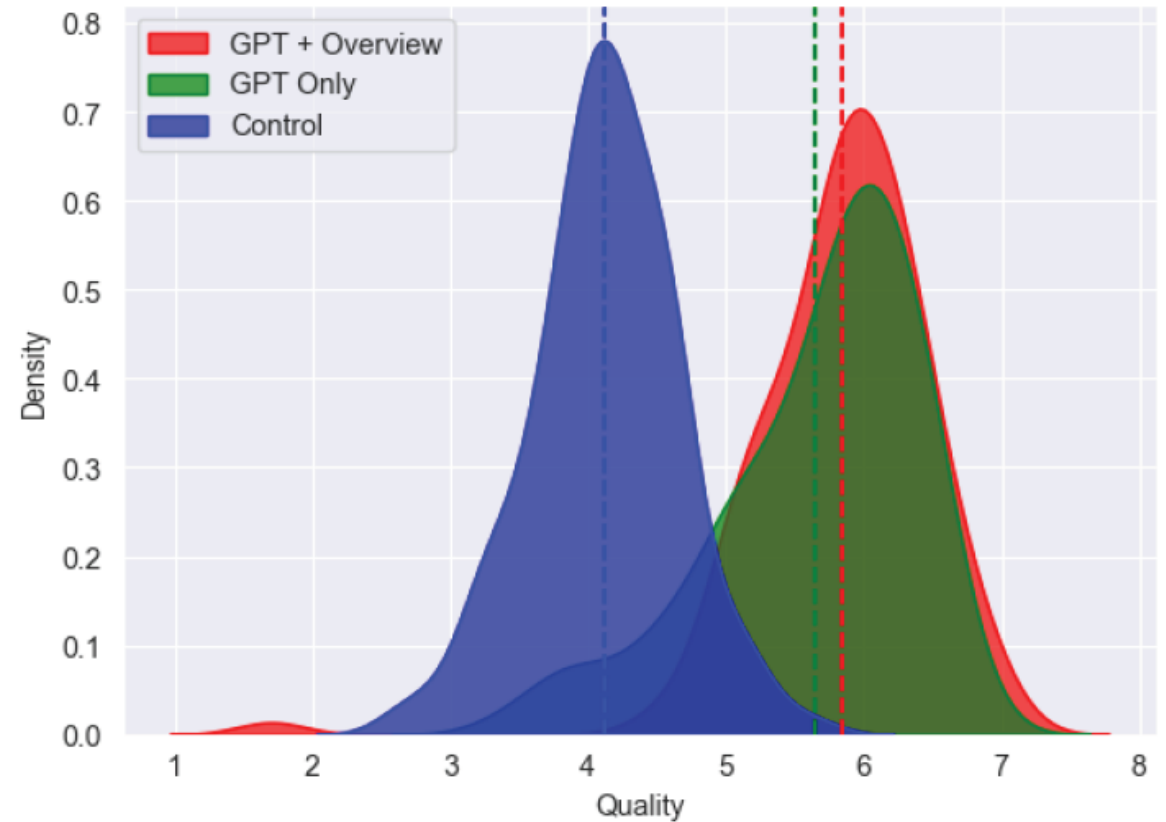


Currently Two Paths

- People say “AI” but really “two paths”
- Path 1: Generative + Assistance (Good to OK now)
 - ChatGPT, Gemini, Co-Pilot, plugins for current apps/software
- Path 2: AI Enable Solutions (Wild West)
 - “Applications/Software”
 - 6000+ in past 12 months

A Piece of the Workforce Solution

- Generative AI is here NOW
- Recent Study of impact of GenAI
 - **12.2%** More Tasks Completed
 - **25.1%** Less Time per Task
 - **40%** Higher Quality
 - **AI Training Significantly Increase Efficacy**
- For control performance
 - For those starting below average performance – **AI improved performance 43%**
 - For those starting above average performance – **AI improved performance 17%**
- My study on students with AI enable tech was significant improvement – 10 to 30% performance impact (+ speed impact)



One Quick Thing About AI....

- In most all previous technologies and innovations – junior (or younger) employees were very effective at teaching and helping the more experienced and senior employees learn and adopt the new technology
 - Largely due to willingness to try innovation that conflicts with traditional or standard practice (and not having invested as much time & expertise)
- For AI, this is being proven to NOT BE TRUE for AI. Juniors are not more capable than seniors at adopting AI
- Thoughts are the technology is so different that being younger is not as advantageous....



[Click here to
join the interest list!](#)

AI Procurement Boot Camp Fall 2024

- **Three interactive sessions:**
 1. Using AI to Write Better Statements of Work
 2. Unlocking the Power of AI in Data Analytics for Procurement
 3. Creating a Custom-AI Tool for your Organization
- **AI Tools for Procurement:** Master AI technologies to enhance procurement practices.
- **Boosted Productivity:** Streamline meeting and email management to improve efficiency.
- **Contract Analysis:** Quickly analyze and evaluate purchasing contracts.

FREE Online Course! 10 PDH

Now: Oct 17, 24, 31, Nov 1

**2025 x 3 times
(Jan, May, Aug)**



Better RFPs = Better Projects

- Session #1 = Organizing a High-Performing RFP
- Session #2 = Effective Statements of Work (SOWs)
- Session #3 = Evaluation Best Practices & Vendor Debriefings
- Session #4 = RFP Administration

NASPO's Procurement U

- Log on to the Procurement U Learning Management System (LMS) to register, access the course and materials.
www.naspo.org/procurement-u/
– or Email Amy: amy@center4procurement.org
- Open to all (even non-members of NASPO)

NEWer Courses by CPE + NASPO

- The 1, 2, 3's of a Great Scoring Matrix (2025x2 = Feb, Oct)
 - Session #1: Creating an Evaluation Matrix [90min]
 - Session #2: Complexities of Real-World Scenarios [90min]
- Deep Dive on Effective Evaluations (2025 x2 = Mar, Oct)
 - Session #1: Planning Your Evaluation Strategy [90min]
 - Session #2: Training Your Evaluators [90min]
 - Session #3: Strategies for the Negotiation Phase [90min]

Look for
these courses on...



Free Webinar Series!

3rd Thursdays monthly
@ 12pm Central

15min Teaching Moment

(learn a new tip, trick, or tool)

20min Virtual Peer Group

(network with other procurement professionals)

5min Announcements & Opportunities

(upcoming courses & other ways to get involved)

Office Hours

(open Q&A until the questions run out!)



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Invite your Friends!

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Register For Ask The RFP Doctor Event

We will send you your personal admission credentials via email.

REGISTER NOW!

RFP Doctor Sign-up (FREE)



Previous Recordings Available Online!

How Do You Ask For
(& Evaluate) Cost Proposals
In Software RFPs?

April 15, 2021



Simpliar's Evaluation
Criteria to Minimize
Budget Risk

May 20, 2021



Current State of Practice
In Software RFPs

June 17, 2021



How to do Market
Research More
Effectively

July 15, 2021



"Don't Worry, the
Contract Will
Save Us"

August 19, 2021



The Value of
Debriefings

September 16, 2021



Handling Large IT
Hardware Buys
With Different Scope Packages

October 21, 2021



Vendor of
Record Programs

November 18, 2021



7 Most Deadly
Marketing Phrases

December 16, 2021



It's a New Year -
Ready for the
Next Level?

January 20, 2022



Best Practices for
Evaluator Training

February 17, 2022



Got RFP Soft Skills?

March 17, 2022



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Teaching Moment Archive

Videos

JOIN US FOR OUR NEW WEB SERIES

The Center for Procurement Excellence is pleased to announce a free new interactive web series, "Ask of the RFP Doctor". In this first-of-its-kind virtual discussion, procurement experts provide practical advice in addressing today's purchasing, supply chain, and acquisition challenges. Here's how it works:

- **Teaching Moment (15 minutes):** the RFP Doctor will kick things off with a brief presentation targeted at a specific topic
- **CPE Virtual Peer Group (30 minutes):** next, we will split up into small groups and give attendees an opportunity to network with each other and have a discussion on a relevant topic. [Learn More](#)
- **Ask the RFP Doctor – Office Hours (15 minutes or until the questions run out!):** we'll come back together for an open Q&A session. Have a challenging RFP ahead? Have a unique situation? Bring your questions and let's get it figured out!

**Third Thursdays of every month
starting at 12:00pm Central**

[TEACHING MOMENT ARCHIVE VIDEOS](#)

Previous
Recordings
Online!

@

center4procurement.org



NEW RESOURCE – CEU Hours!!!

- CPE is pleased to announce that all attendees @ **live** “Ask the RFP Doctor” events will receive 1 hr Continuing Education Unit (CEU)!



Realistic & Immediate Solutions

- Become a “Client of Choice”
 - (for External Vendors & Internal Customers)
- Move to a Collaborative Approach – Authentic Partnerships
- Increase your HD IQ (Human Dimensions)
- Train your People the right way – become better sooner

Unique Leadership Considerations for Leaders

- **Actions today vs tomorrow – what is the timeline?**
 - Generative (ChatGPT) – NOW
 - AI Apps/Enabled requiring investment – WAIT (18-36months)
- **New Impacts - Not experienced from other innovations**
 - Structural impacts – organizational (depts, functions), foundational (basics of procurement)
 - Cultural & Mind Impacts – changing work patterns (80%/20% - losing the 80%)
 - Constant Change – change adoption culture
 - Outperforming Humans – new baseline for value

Future – I am Very Excited

- **What do I know? = Nothing**
- Prices = Uncertainty; Materials = More Certain; Limited control of either
- Labor = A New Model Needed; Key Differentiator
- Possibility of Tremendous Improvements– but window may be tight
 - Technological Revolution



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