

Harnessing AI in Public Procurement: *Practical Applications and Governance*

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About the Center for Procurement Excellence (CPE)



WHAT IS CPE?

The Center for Procurement Excellence (CPE) is a non-profit member based organization focused on the support, education and certification of optimized solicitation practices that emphasize speed, minimizing protests and attracting high performing proponents. We provide training and certification for procurement professionals, RFP templates and standards, and a venue for procurement professionals to network and advance procedures, processes, and systems.

CPE is also active in engaging tier-1 universities throughout the US to provide research, educational and training opportunities while supporting further advancement of the profession and solicitation methodology, research, and practice.

Free Resources from CPE

Welcome!

3rd Thursdays monthly
@ 12pm Central

Teaching Moment

learn a new tip, trick, or tool

Virtual Peer Groups

network with other procurement professionals

Announcements & Opportunities

upcoming courses & other ways to get involved

Office Hours

open Q&A until the questions run out!



center4procurement.org/rfp-doctor

RFP Doctor Free Sign-up



***FREE* Online Course! 10 PDH**

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)



Free Resources from CPE

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...



What is Trust?

What is Trust?

How do you decide who/what you can trust?

Quick Stats on Trust – is it up or down? (Gallup, Pew, Edelman)

- 2024/2025

- Feel “they” lie to you (Global):

- Government Leaders – 58% in ‘21.... 69% in ‘25 (up 11%)
 - Business Leaders – 56% in ‘21.... 68% in ‘25 (up 12%)
 - Only 48% globally trust their employer
 - Journalist/News - 59% in ‘21.... 70% in ‘25 (up 11%)

- Trust in the US:

- US trust in Federal Gov – 22% trust (60% in 2001, 39% in 1980, 77% in 1965)
 - US 86% trust small business, 29% trust large corporations, 53% trust schools K- College
 - Only 31% of US trusts media (even fair amount of confidence), 33% not very much, 36% No trust at all in media
 - 34% of US agree that “most people can be trusted” (under 30y/o 26%)
 - 44% in US say most of neighbors can be trusted (52% in 2015)
 - Trust in medical profession in US – 72% in 2020 and down to 40% 2024
 - 36% in feel next generation will be better off (20% in developed countries)
 - 60% feel “system” if failing them and only benefits a few
 - 61% have a high or moderate grievance to their government/business (78% in US)







László Gaál // testing Veo3



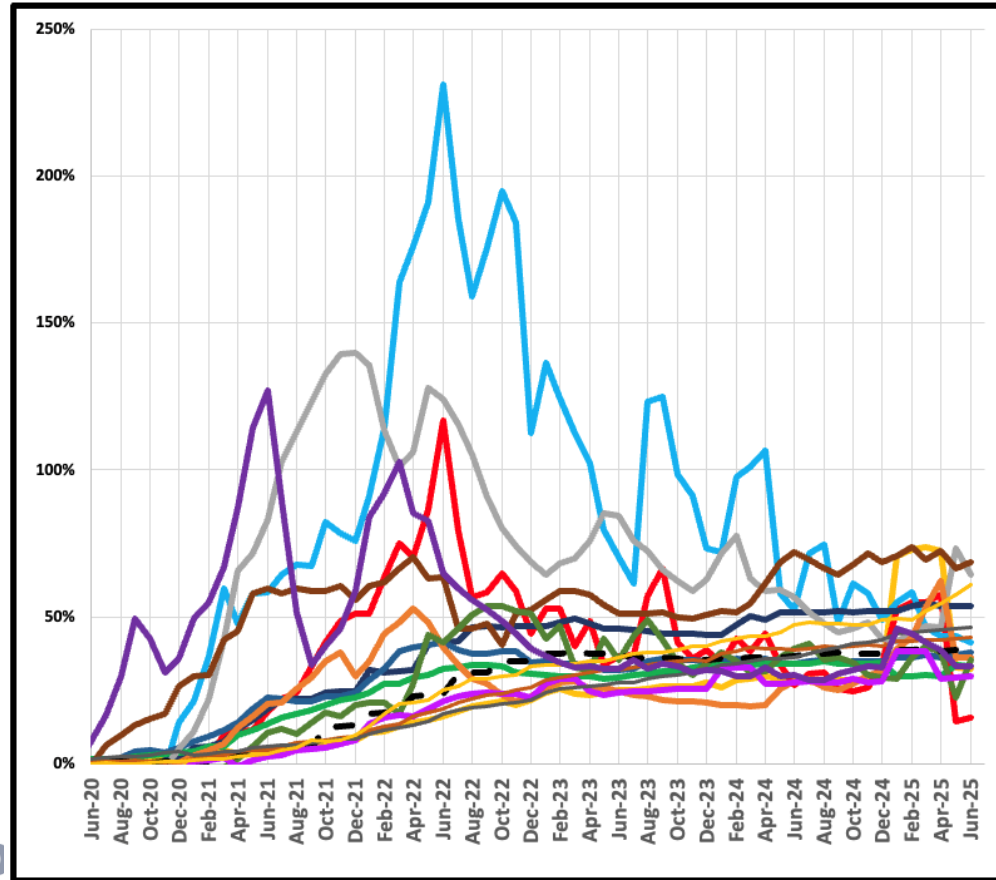


What is Trust?

How do you decided who/what you can trust?

What is Trust in Procurement?

Material Prices & Uncertainty BLS

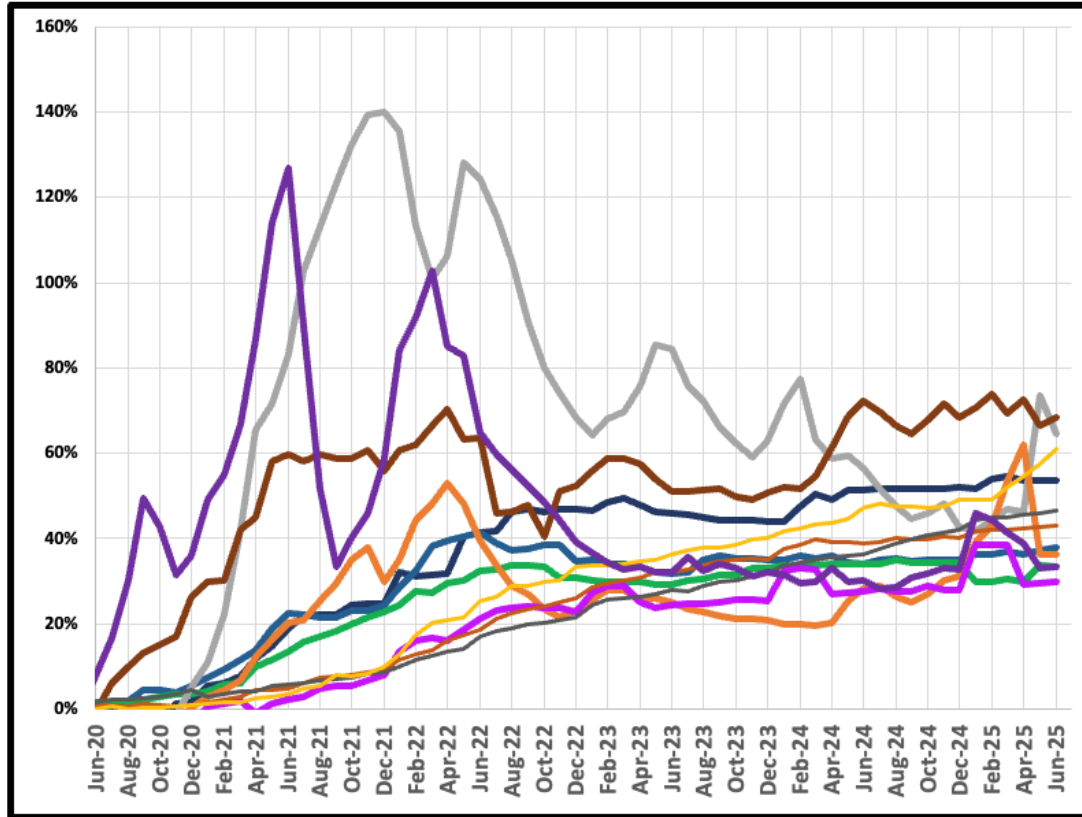


% change
from Jun 2020
to Jun 2025:

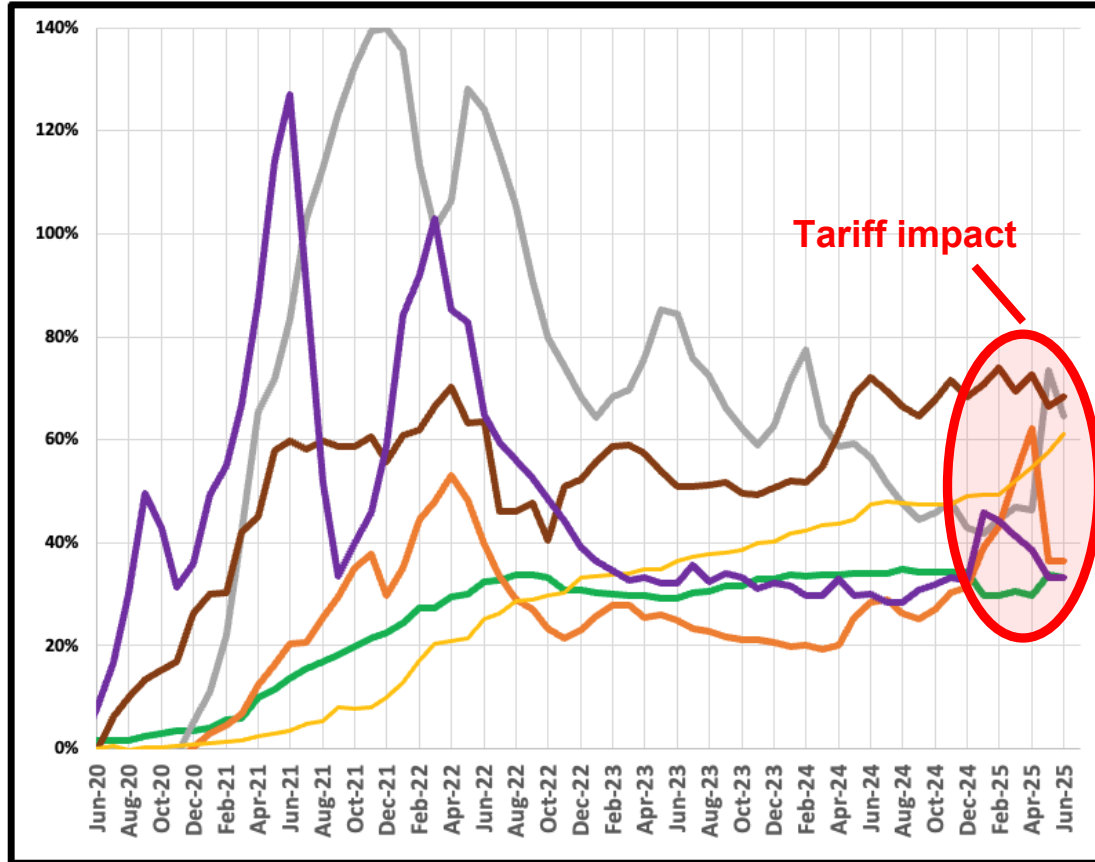
Copper & Brass Mill Shapes	67%
Steel Mill Products	73%
Gypsum products	54%
Diesel Fuel	43%
Bid Price - - - - -	39%
Aluminum Mill Shapes	36%
Deep Sea Transportation of Freight	22%
Plastic Construction Products	34%
Lumber and Plywood	33%
Asphalt Paving & Roofing Materials	29%
Switchgear, Switchboard, Industrial Controls Equipment	58%
Cement & Concrete Product Manufacturing	43%
Construction Sand, Gravel, and Crushed Stone	46%
Electric Power	33%
Gasoline	14%

Average of all items above: 41.6%

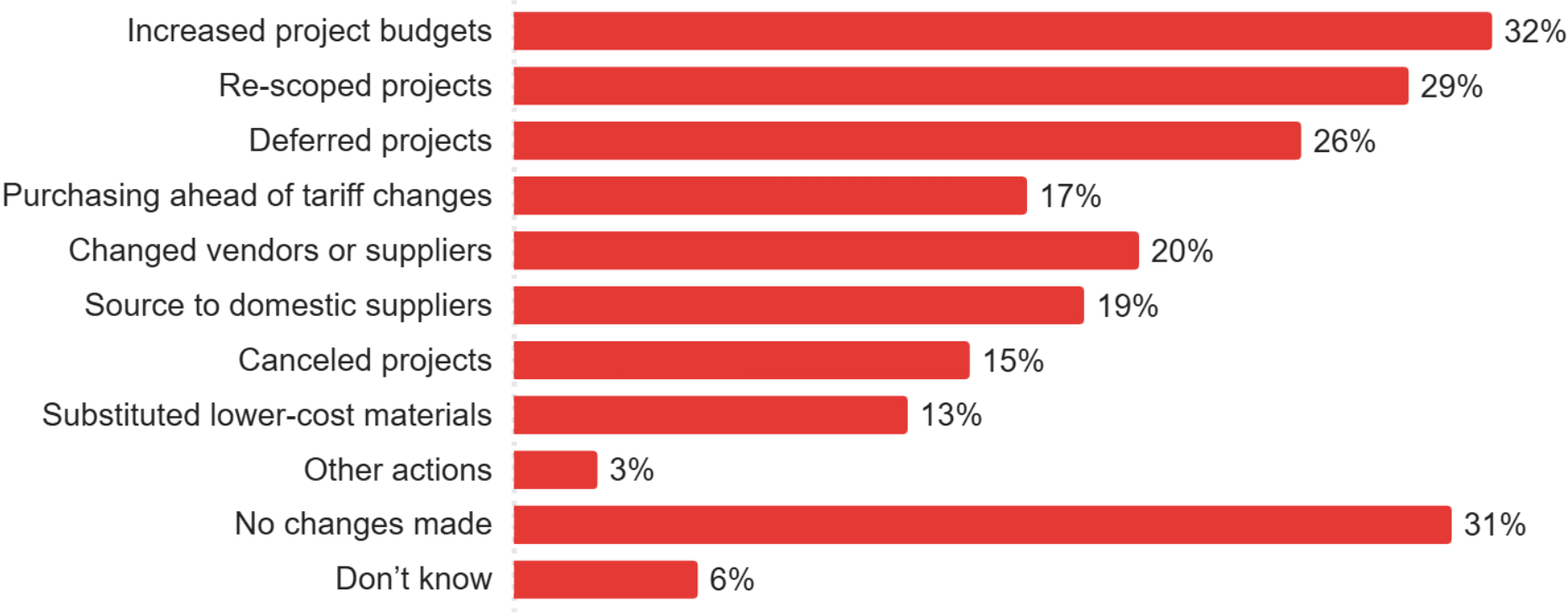
Material Prices & Uncertainty BLS



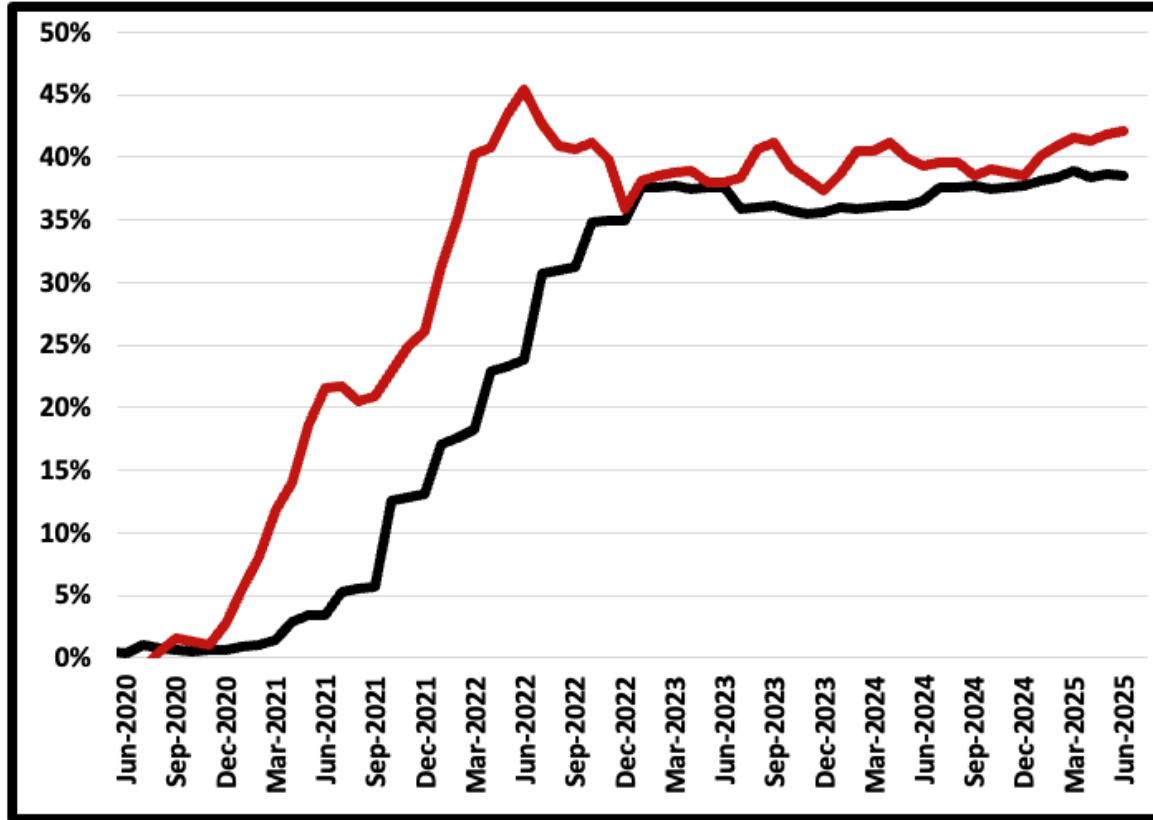
Material Prices & Uncertainty BLS



Actions taken in the last 6 months due to tariffs or trade changes



Economic Uncertainty?



% Change
from Jun 2020
to Jun 2025

41.8% Inputs PPI (goods)
38.7% Bids

US Government Cuts Force A Third of CPI Data to Be Based on Estimates



JP Alegre

Tuesday, July 29, 2025, 12:19:00 PM

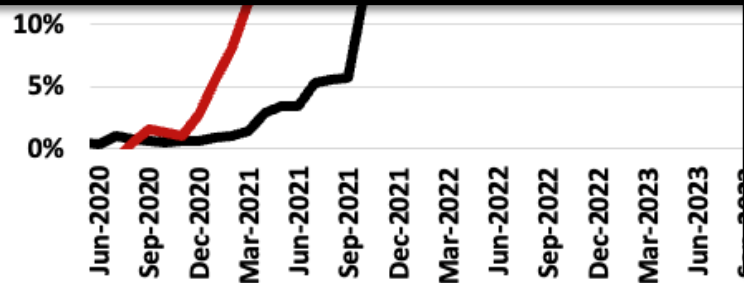


The Bureau of Labor Statistics now estimates about one-third of the price data it uses to calculate the Consumer Price Index, triple the normal rate, as staffing shortages from Trump administration budget cuts strain the agency.

The increased reliance on estimated prices has raised concerns among economists about the quality of the nation's key inflation measure, which influences Federal Reserve policy and Social Security payments.



This is pretty wild. About 1/3 of CPI inputs are no longer measured in the real world (because of "BLS staff shortages") but are modeled by their historical correlation to other inputs.



% Change
from Jun 2020
to Jun 2025

41.8% Inputs PPI (goods)
38.7% Bids

Home > News > Global News Select > U.S. Inflation Data Lean Further on Estimates Than Previously Known

U.S. Inflation Data Lean Further on Estimates Than Previously Known



Provided by Dow Jones • Jul 30, 2025, 10:04:00 AM

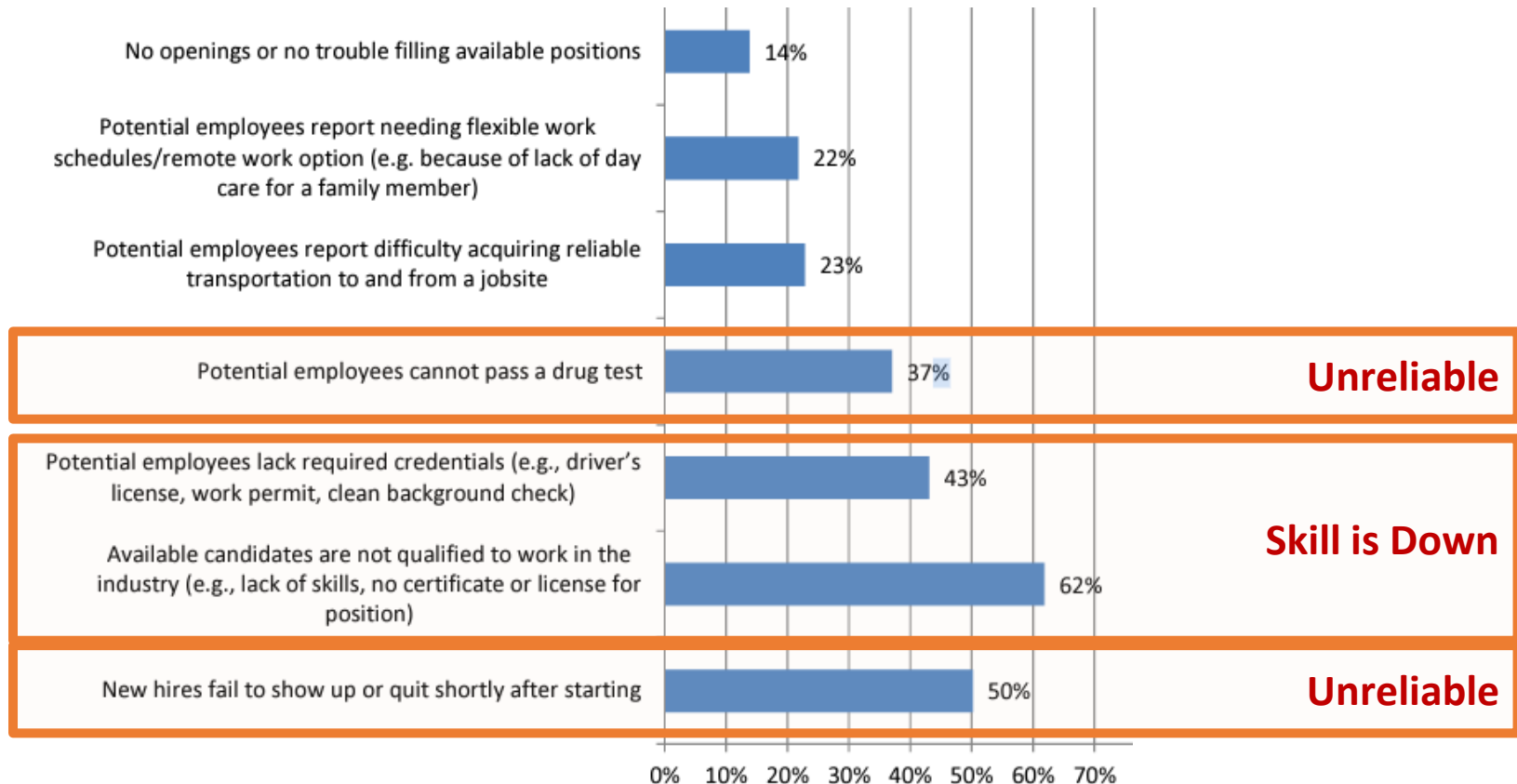
By Matt Grossman

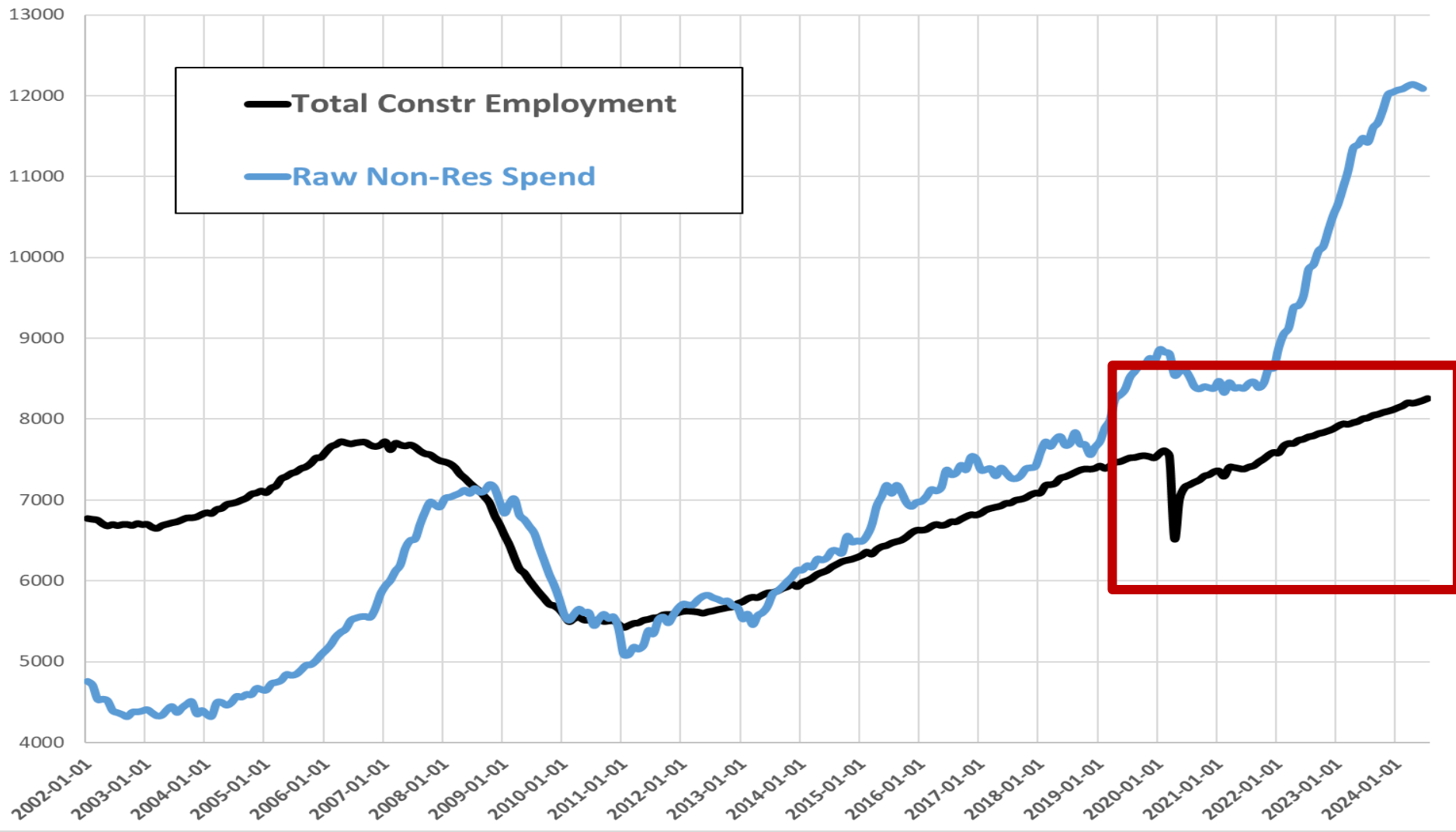
Official government inflation reports in recent months have involved more guesswork than previously known.

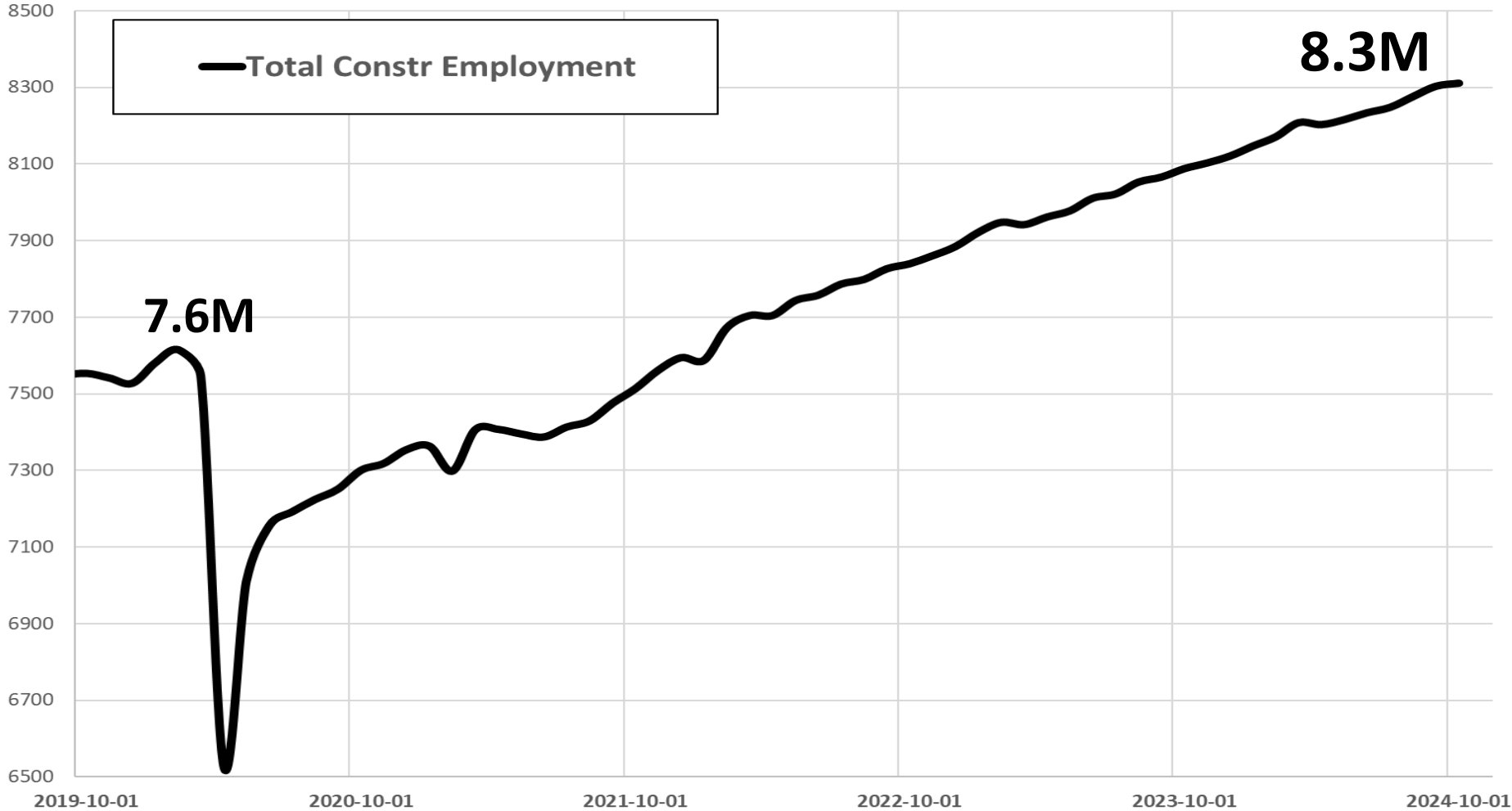
Workforce Shortages

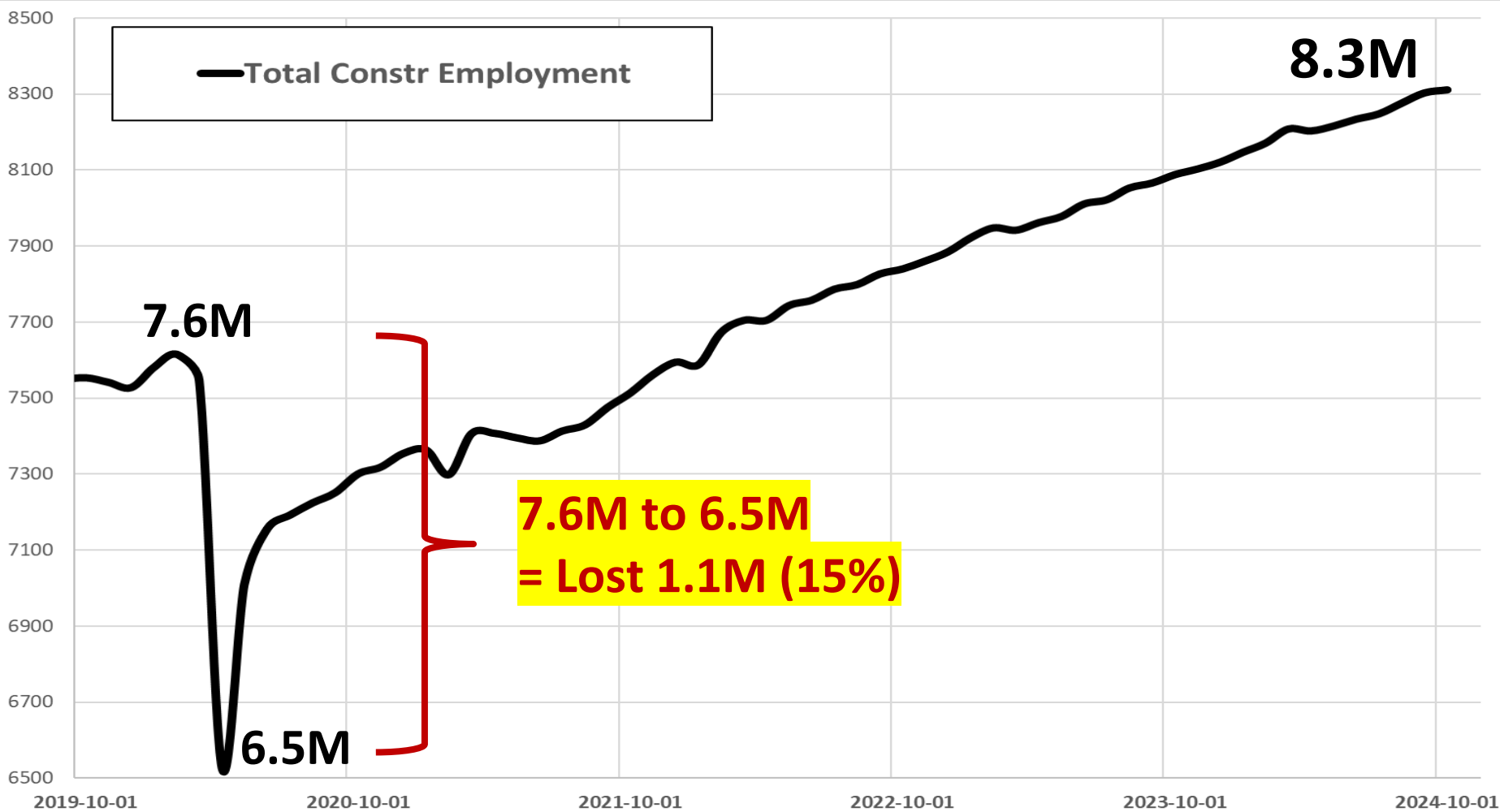
- 60-80% of orgs struggling to fill positions
- 88% feel will be as hard or harder to find skilled people
- Mental health and productivity are challenges with high levels of hiring, shortages, and change (retirement, etc.)

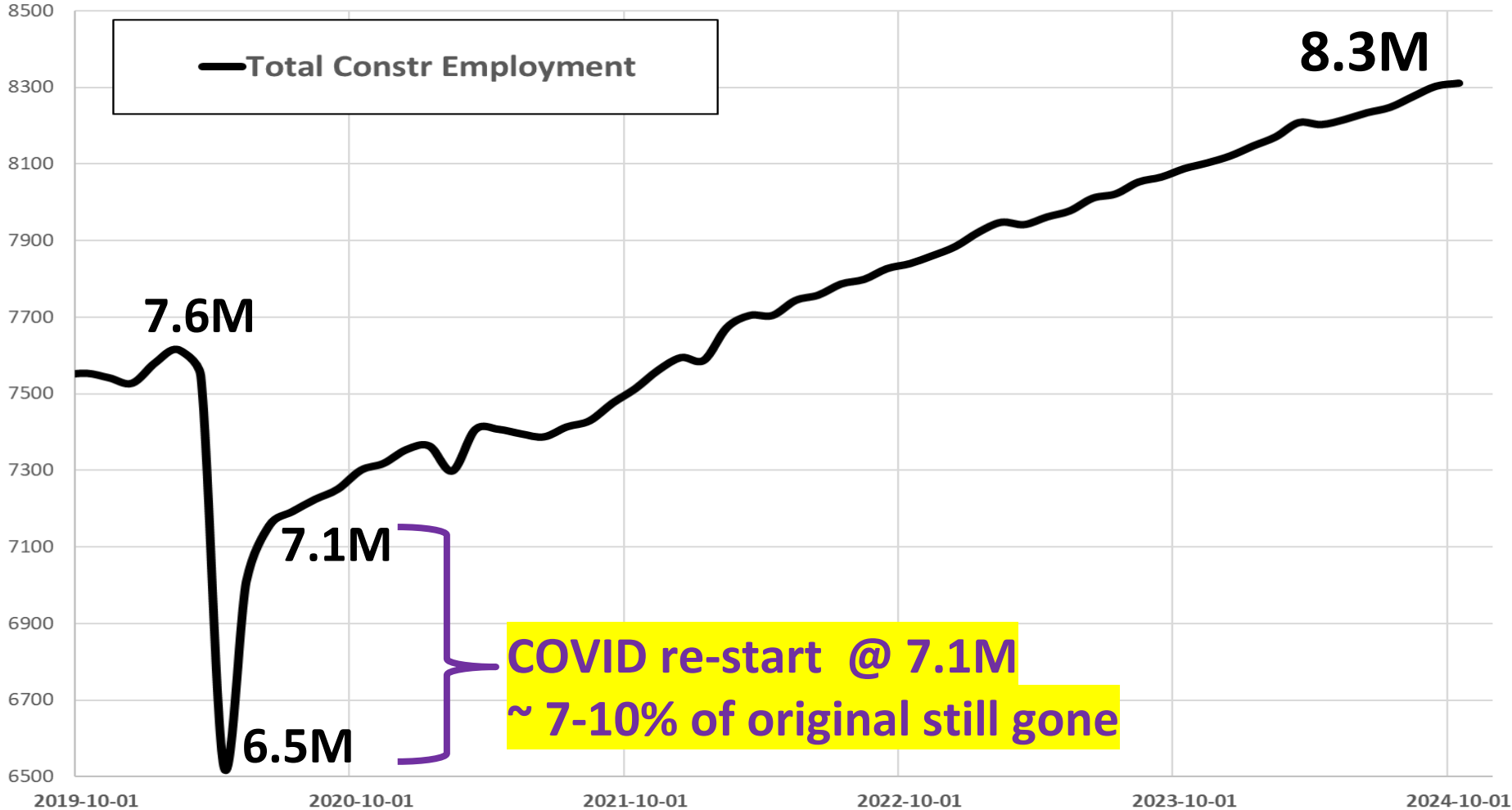
If you are having trouble filling positions, what are the reason(s)?

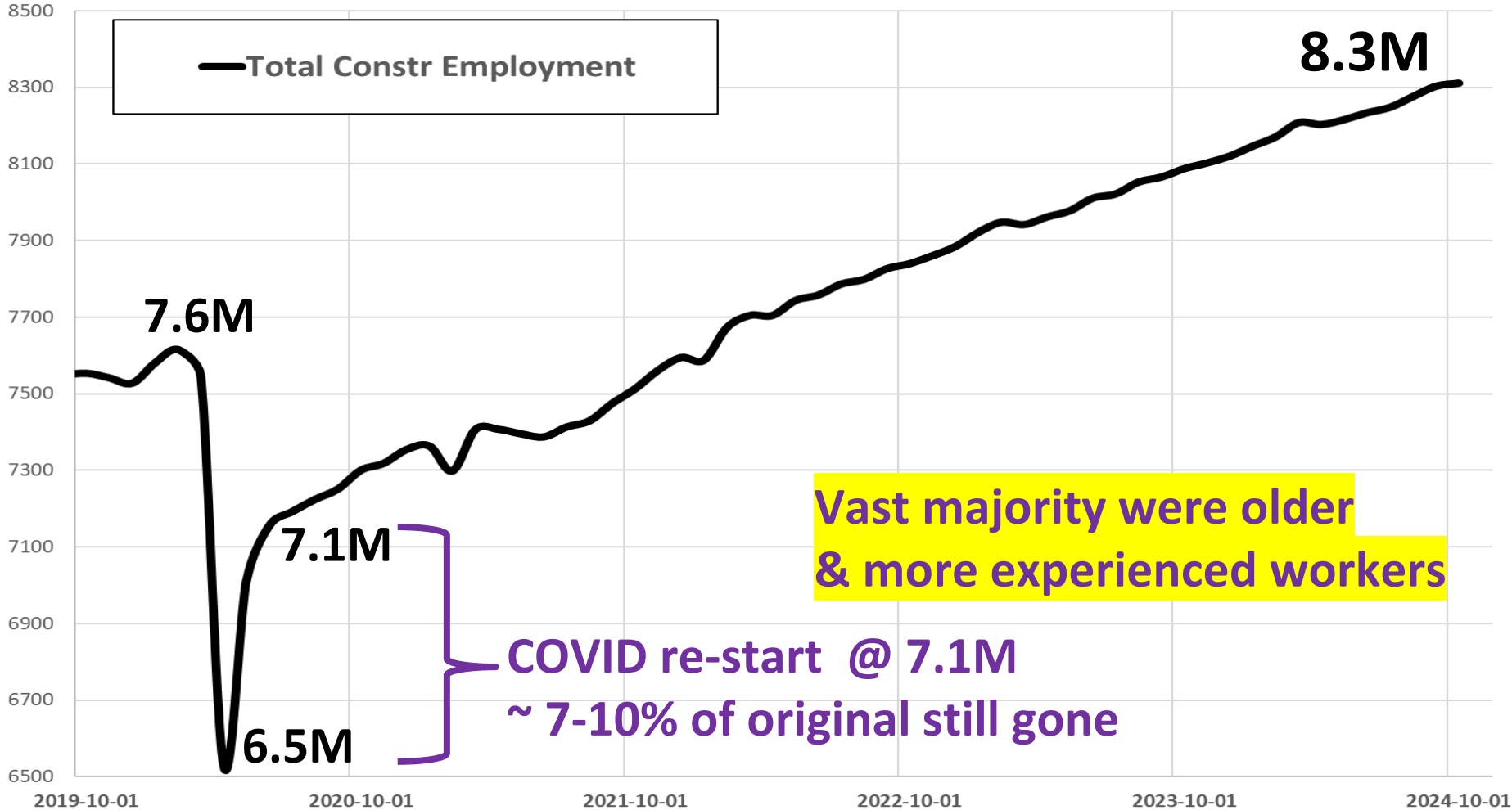


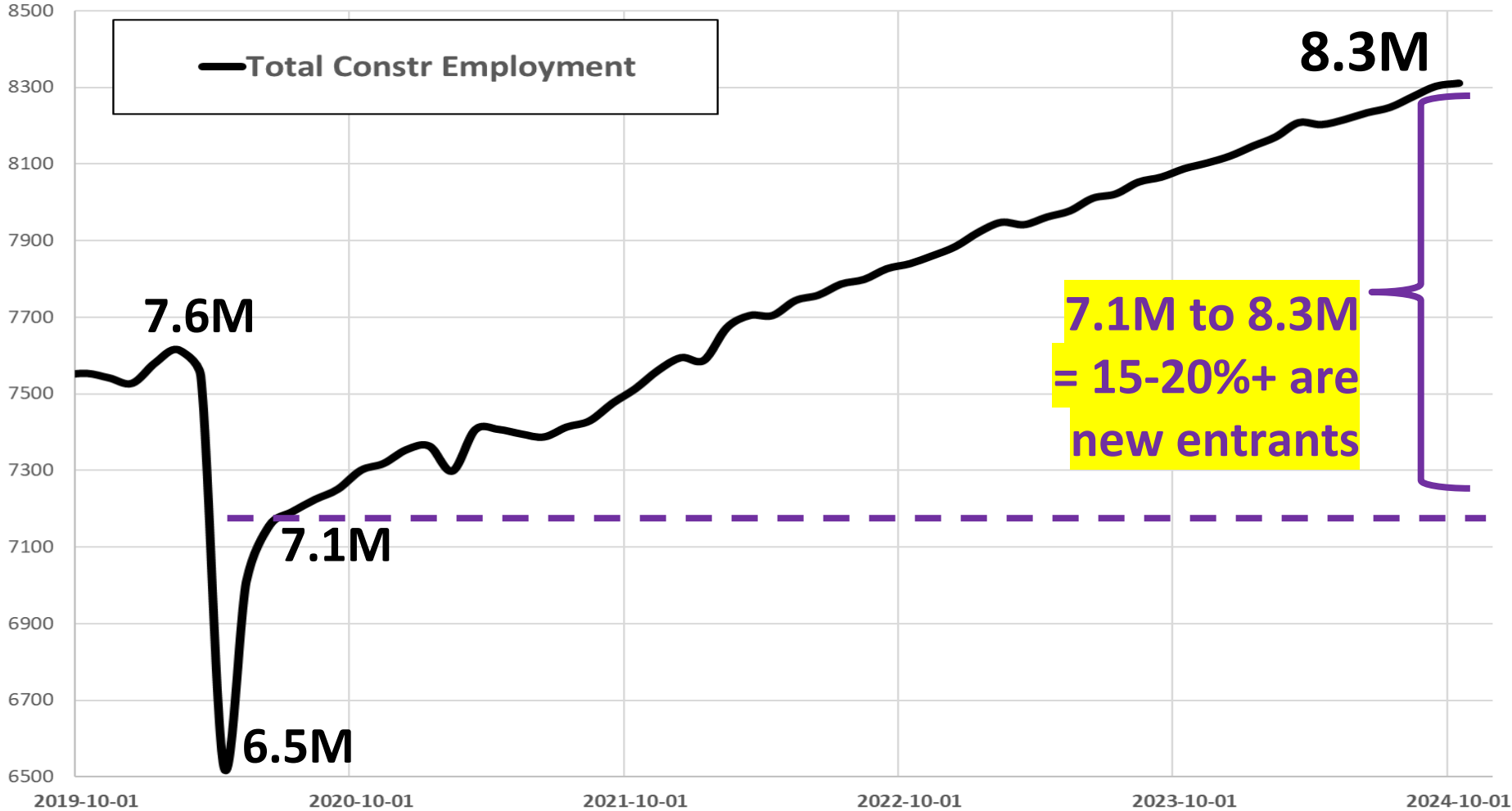


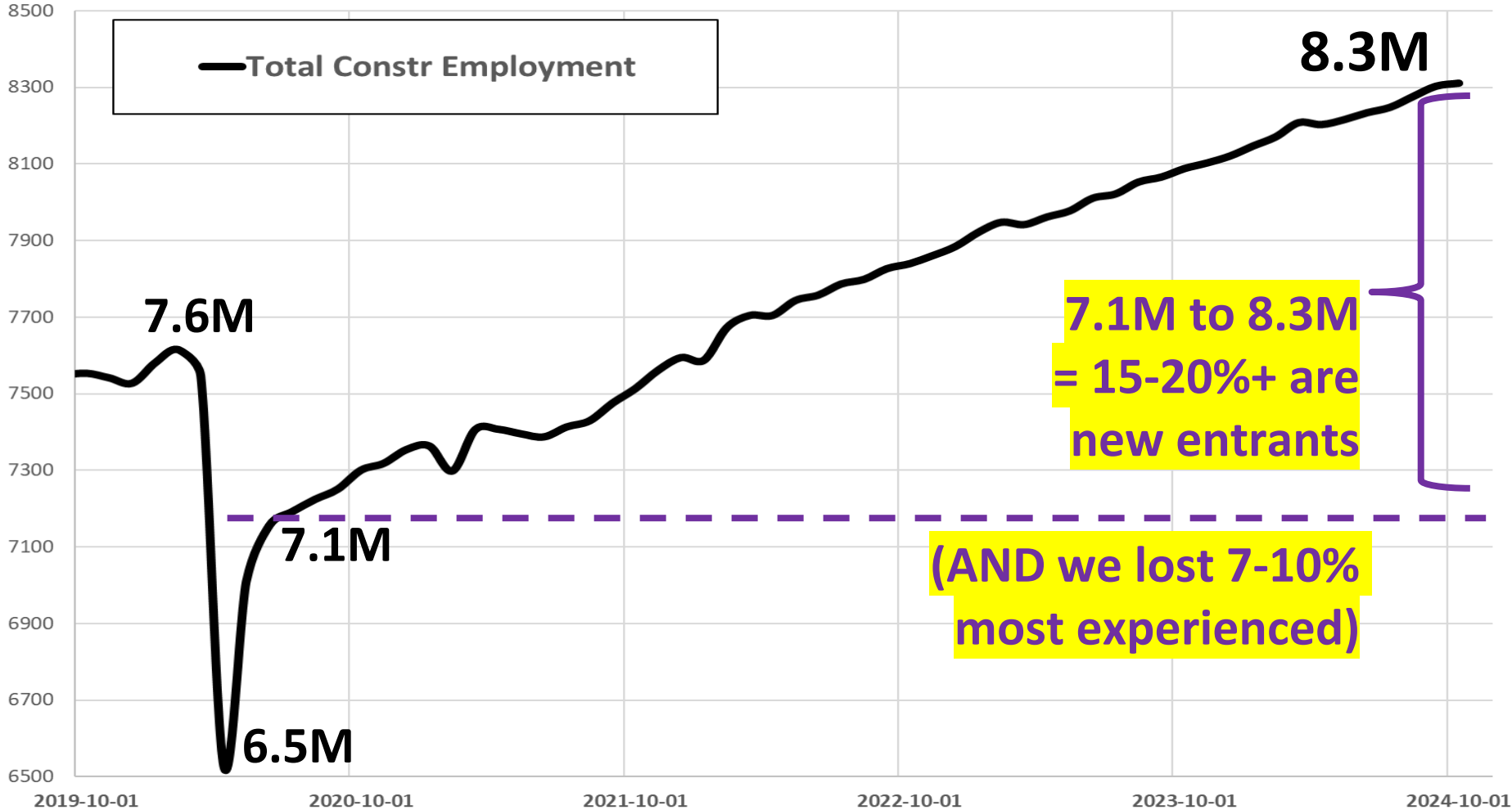


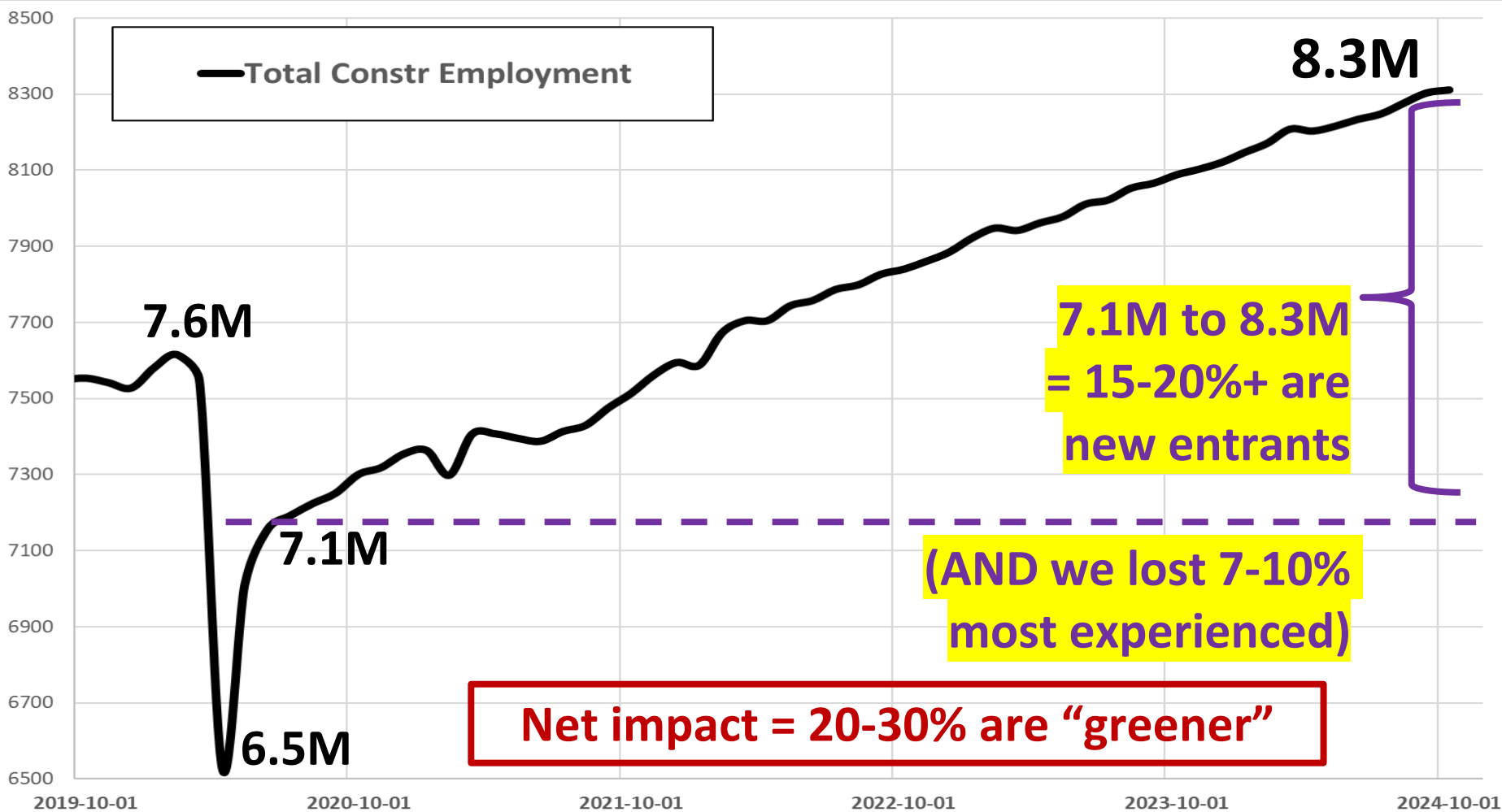












Current Procurement Trends & Challenges

- **Busier than Ever**
 - “We’re running to keep up with the assessments.”
- **Short Staffed**
 - Understaffed, unable to fill open positions, private sector often poaching talent
- **Increasingly Inexperienced**
 - *“For every qualified individual, there are 6 vacancies in the procurement sector.” (NASPO)*
- **Aging**
 - *“30% of supply chain professionals are at or beyond retirement age.” (NASPO)*

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 3.9 years

Workforce

- Since the year 2000, the US Population has gotten:
 - Older by 3.9 years
- This trend is:
 - Accelerating or Decelerating?

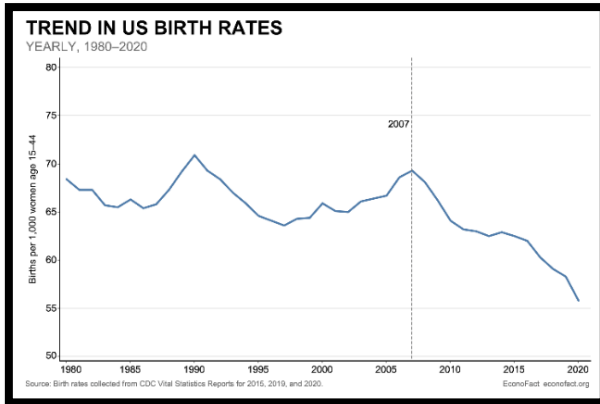
Workforce

- Since the year 2000, the US Population has gotten:
 - Older by 3.9 years
- This trend is:
 - Accelerating

Workforce Challenges

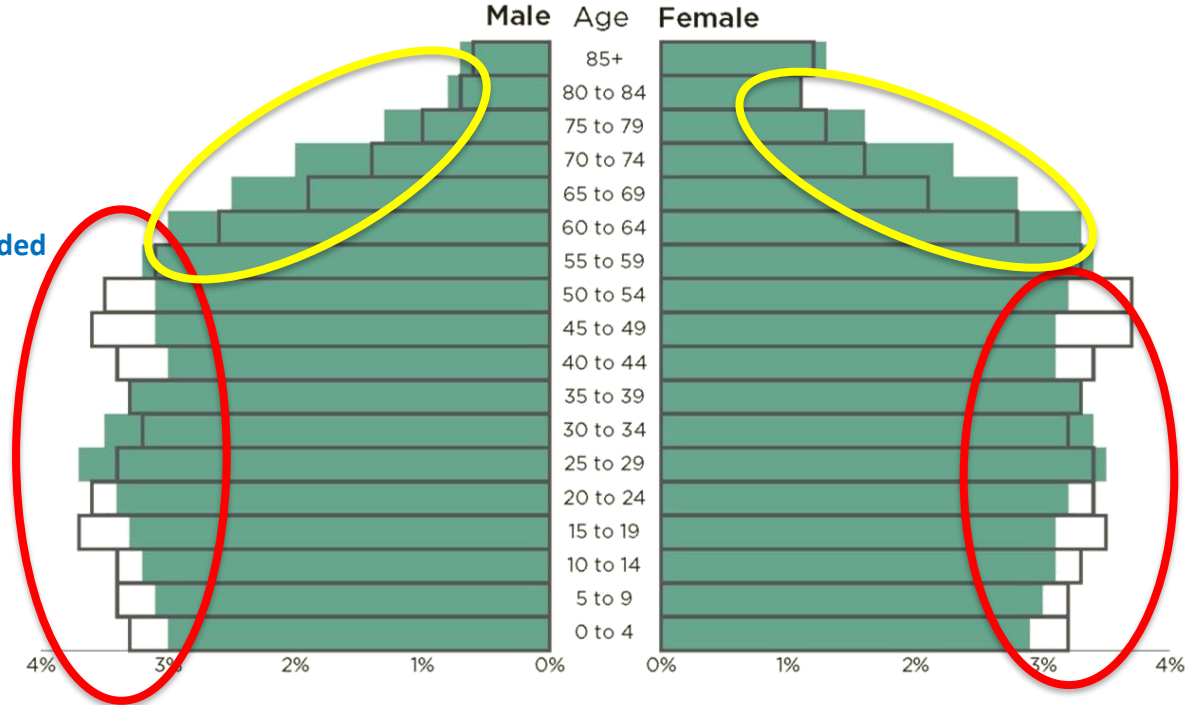
*2020 Birth Rate 4% lower than 2019
Lowest Ever
(11.99 Births per 1000 people)
(up 1% in '21, up 0.09% in '22
10.7 in '23)*

*As of '23, 1.62 Births/woman – Lowest Ever Recorded
----'24 1.59 Births/woman – new lowest
(was 31% higher in 1990)
(was 102% higher in 1950)*



Percent of Total Population in 2010 and 2019

□ 2010 ■ 2019



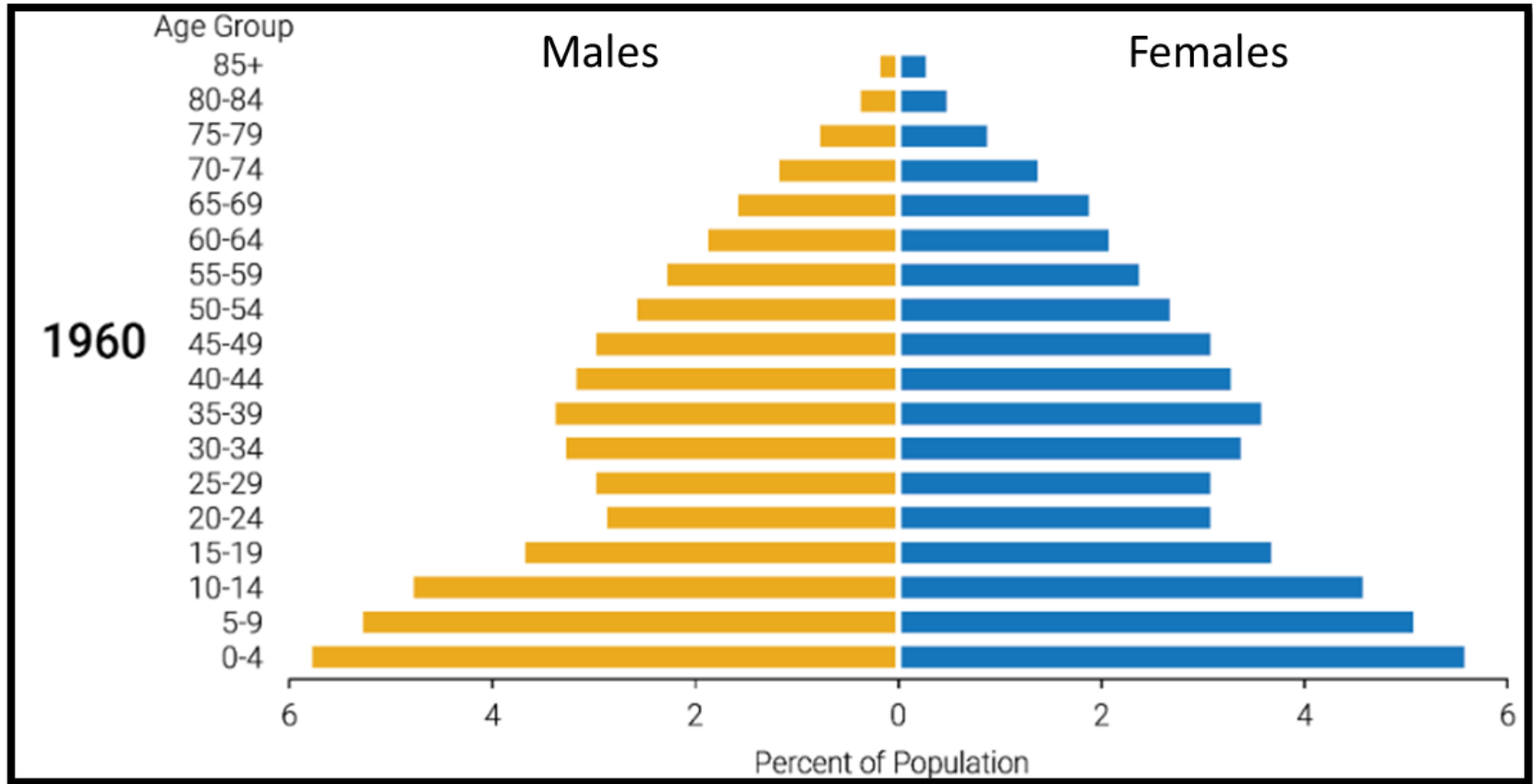
Total Births

- **Boomers – 76 to 79 Million**
- **Gen X – 65 Million**
- **Millennial – 72 Million**
- **Zoomers – 69 Million**
- **Gen Alpha – 45 Million**
- **Gen Beta (2025-2039) - ????**

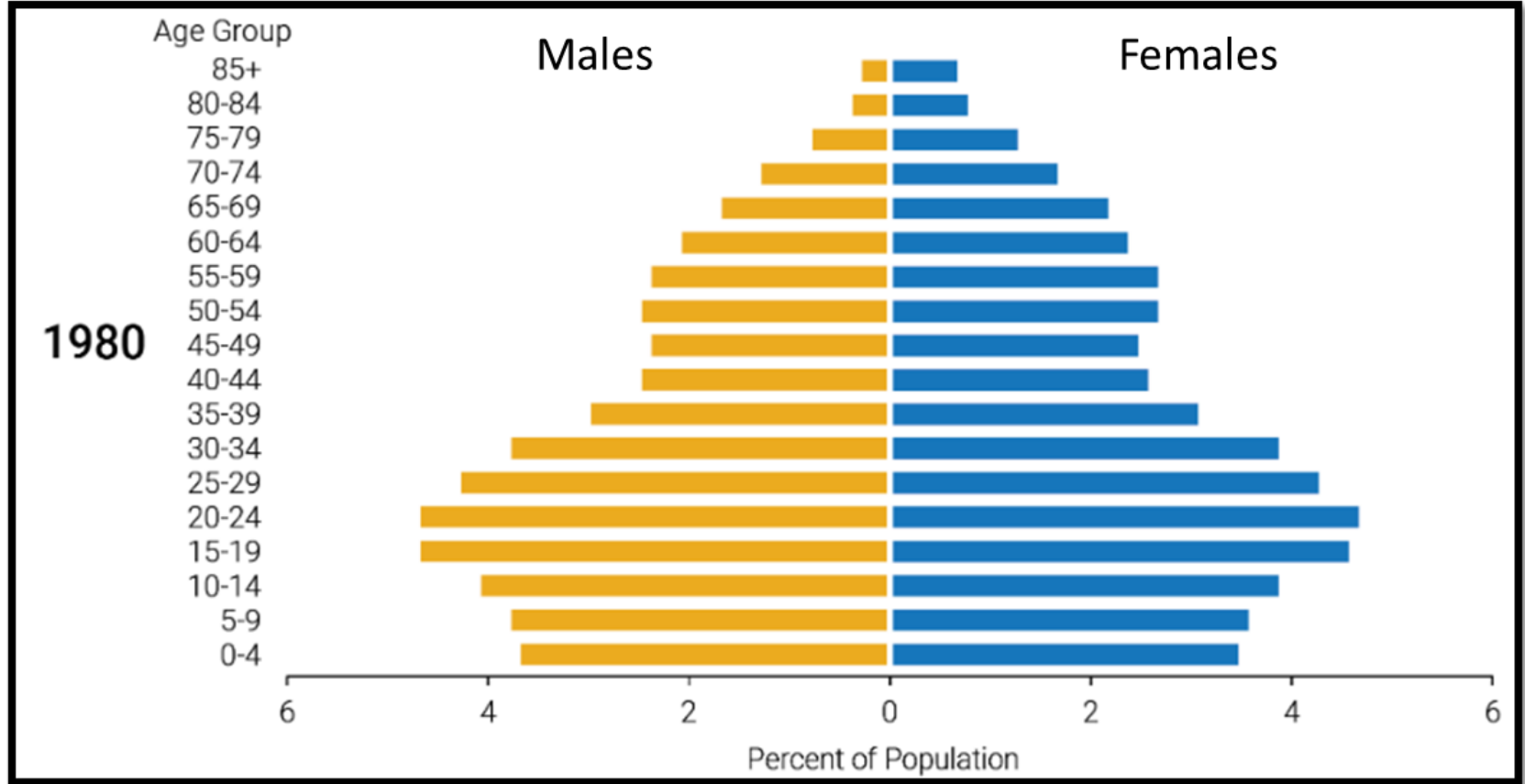
Workforce Challenges

- Baby Boomers created incredible wealth
 - Young X, Old Millennials are expected to inherit ~\$80 Trillion from their parents - begins 2030-2035
- More men 25-34 y.o. 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
- Demographics will only be getting worse moving forward

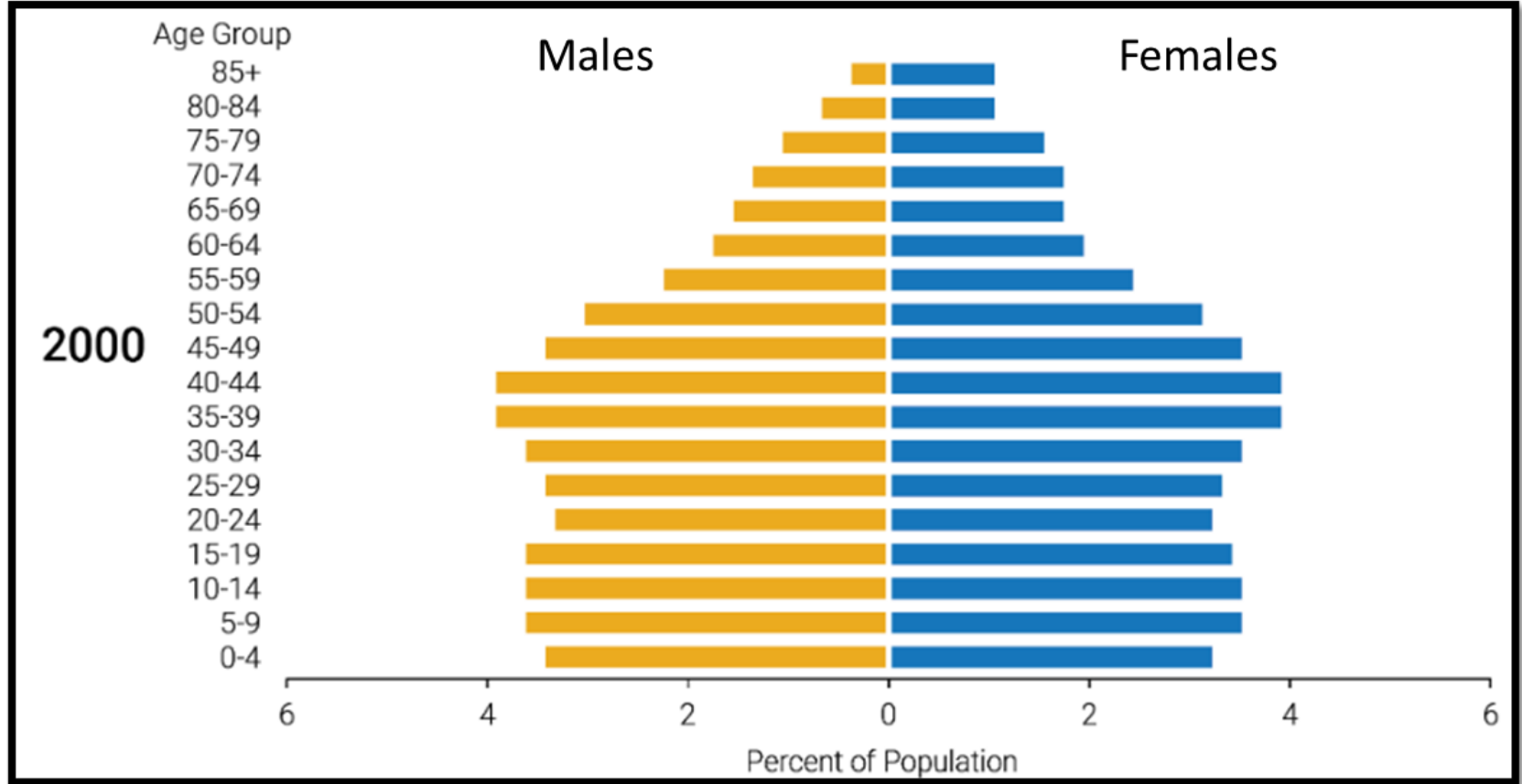
US Population Histogram



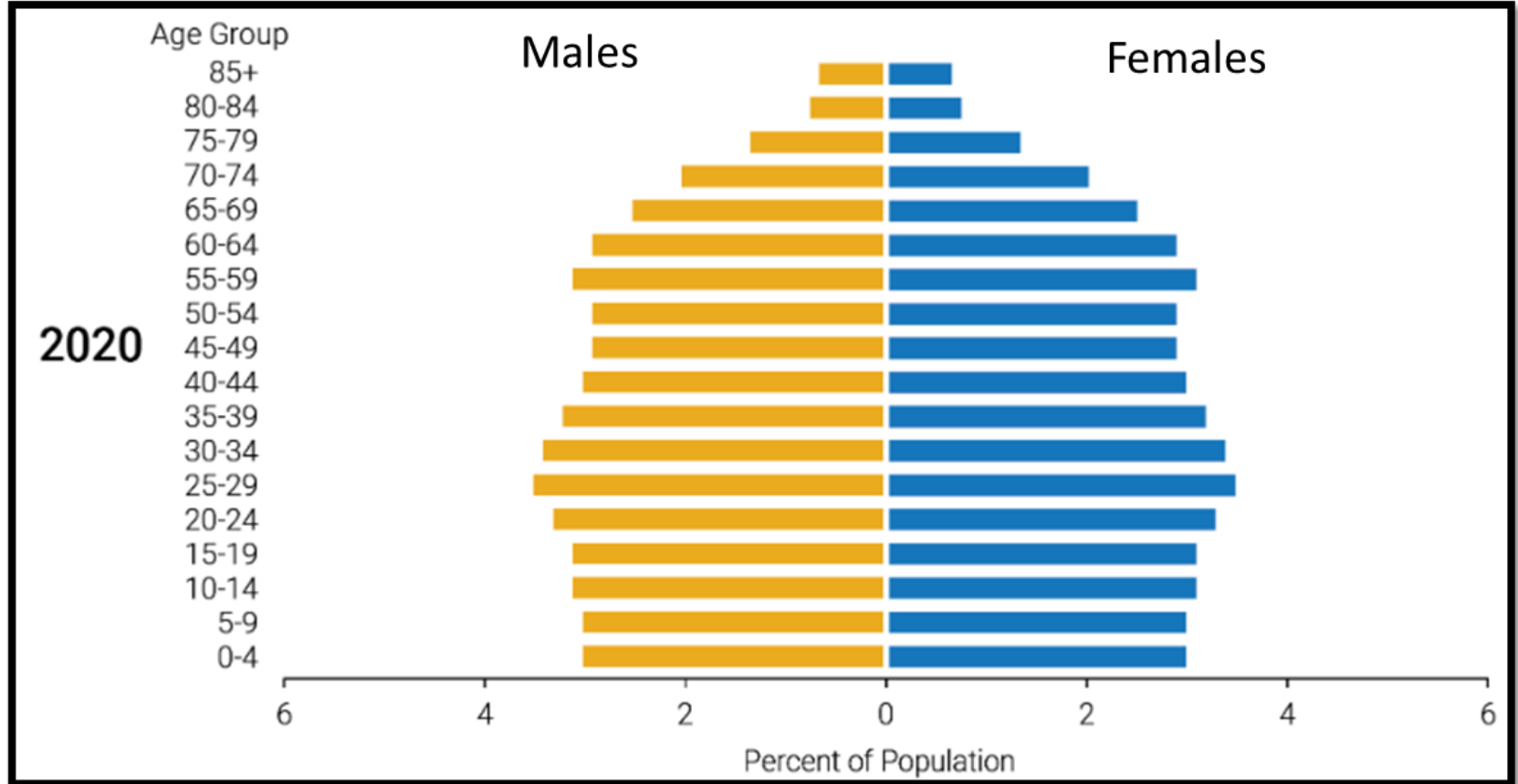
US Population Histogram



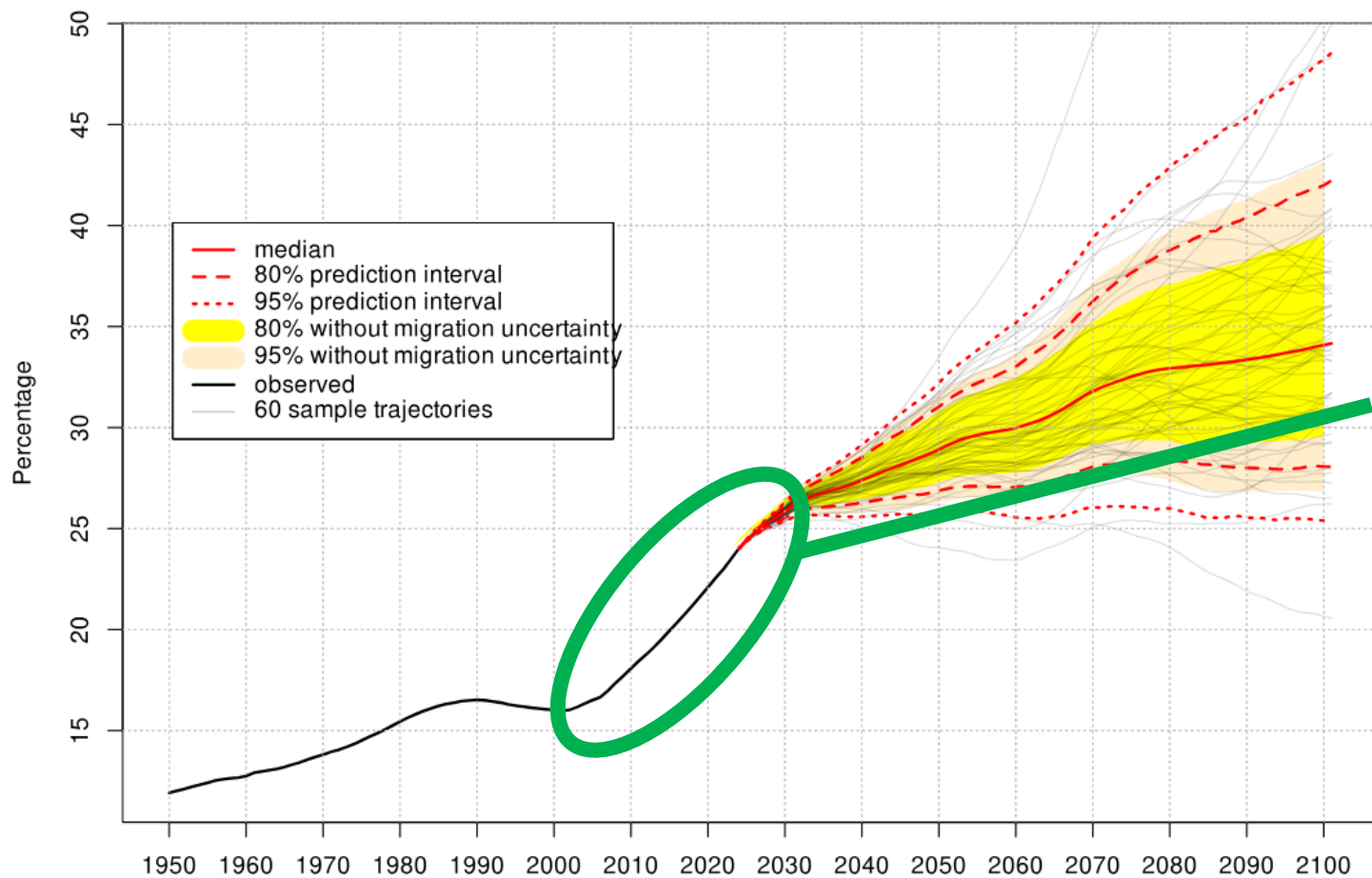
US Population Histogram



US Population Histogram



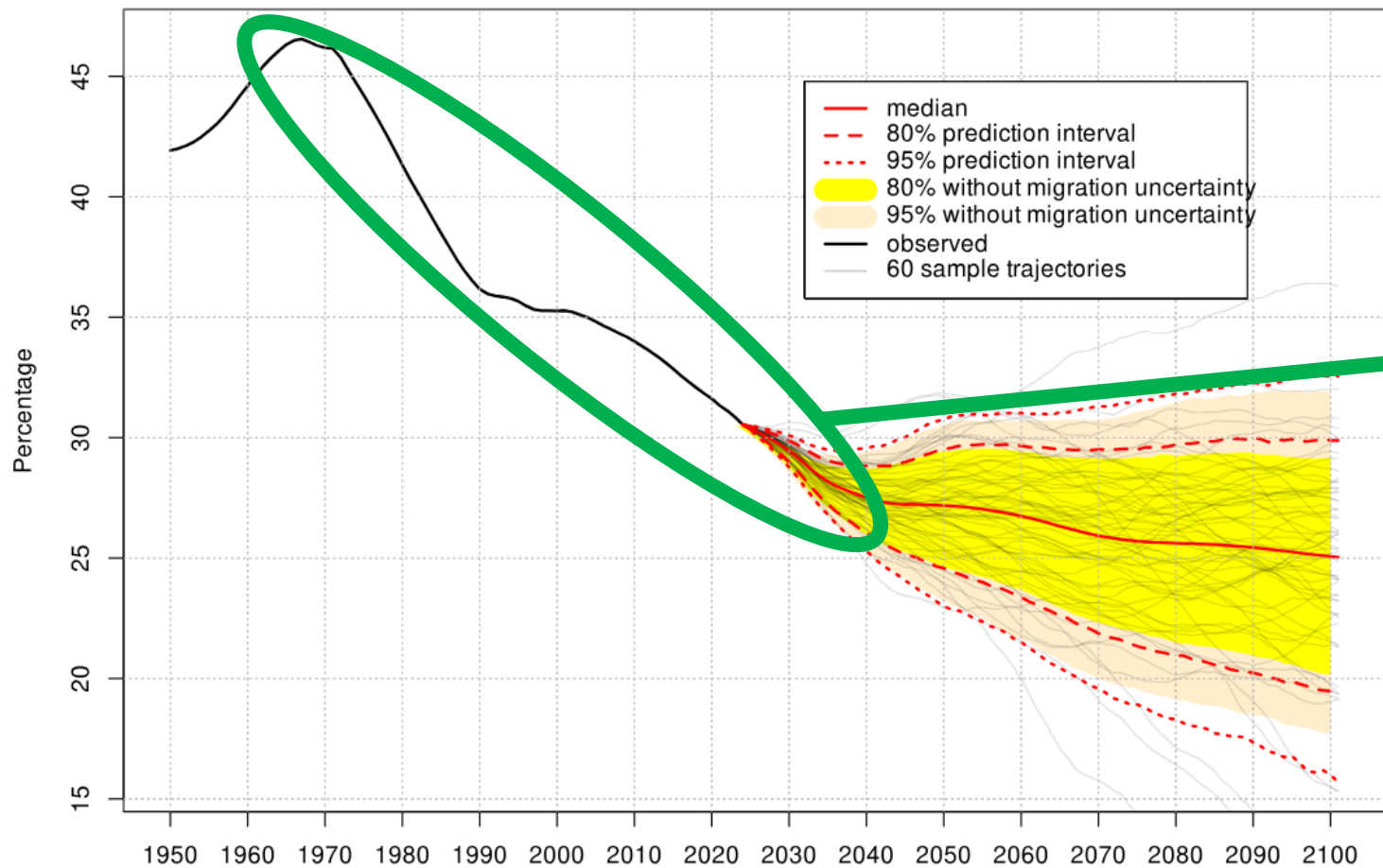
United States of America: Percentage of population aged 60 years or over



Near Exits

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

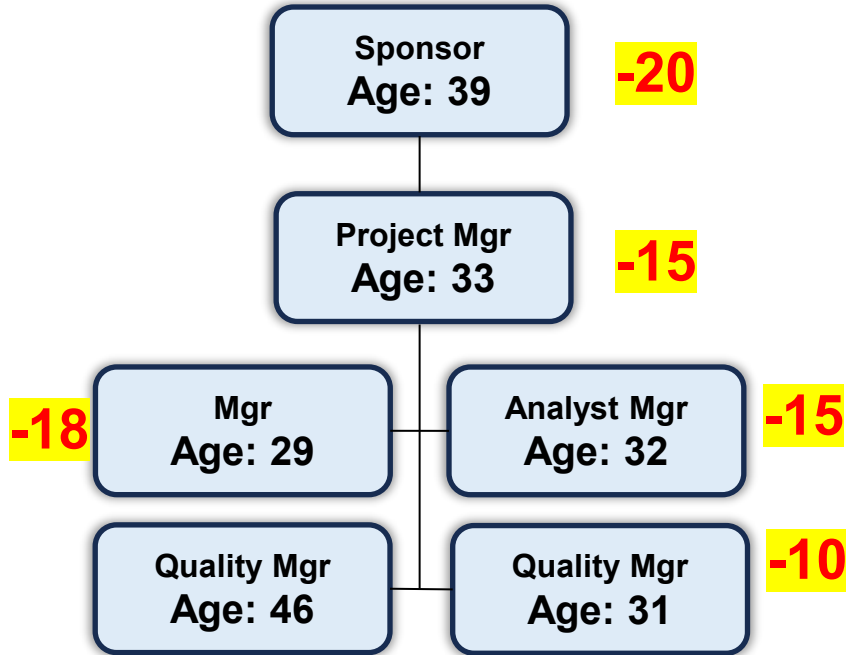
United States of America: Percentage of population under 25 years of age



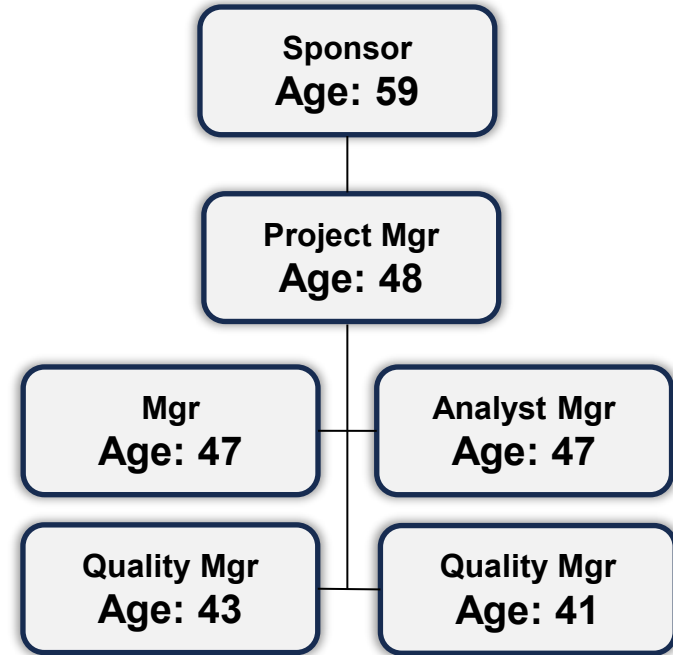
No More Senior Discounts

*Massive decrease
in future
workforce as a %
of population*

Today

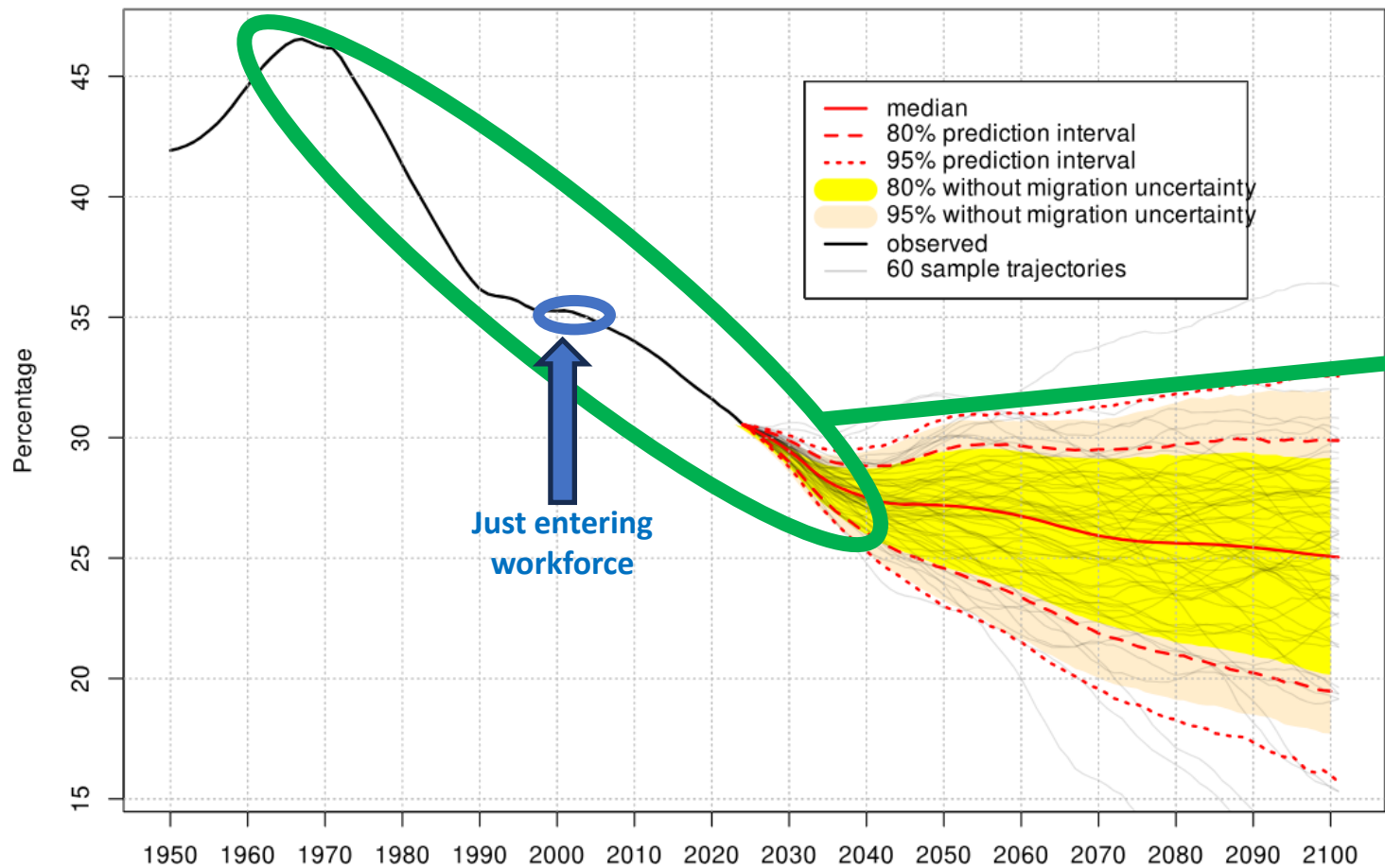


3 yrs ago...



+ can vary greatly across different orgs – Maturity Misalignments too

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

Zoomer “Fun” Facts - *New York Post, Cigna, Others*

Gen Z Workers

- 98% experience burnout
- 23% face unmanageable stress
 - Most stressed generation of all time
- 48% feel drained
- 46% lack professionalism
- 19% of college graduates bring a parent to a job interview
- 39% lack communication skills
- 75% of companies say some or all of Gen Z workers are unsatisfactory
- 50% of companies say Gen Z lacks motivation
- 37% of Gen Z workers have low productivity (if boss is 12yrs older it goes to 56%)
- 6 out 10 employers have fired Gen Z workers within one month of hiring
- 1 out 7 employers indicate they may not hire Gen Z workers in 2025
- 41% born to single mothers
- 65% have mental health issues (33% are depressed) (missing 24% of workdays)

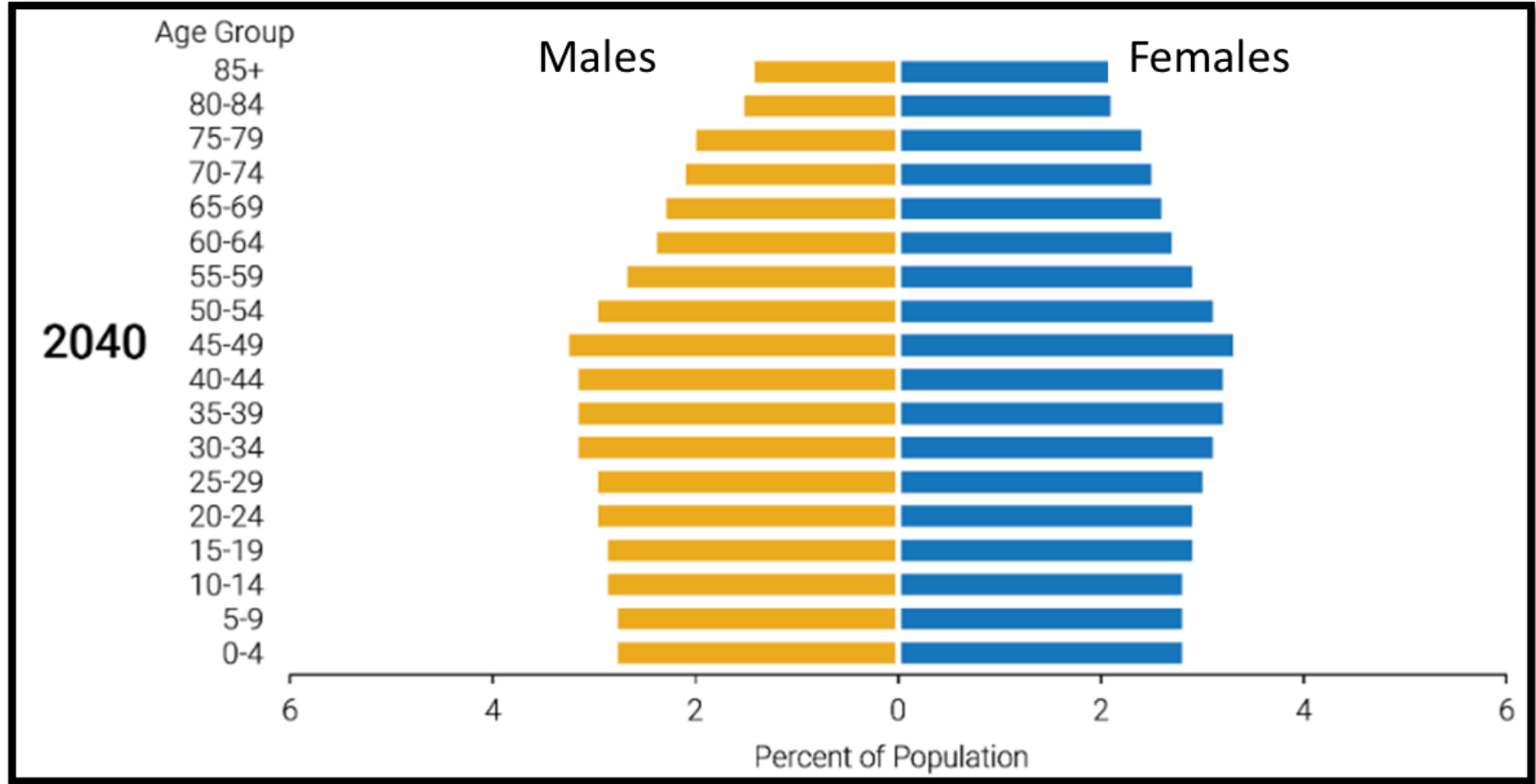
Boomer Legacy in the Workplace

- “*Boomerism*” → current business assumptions and models are built around boomer workforce characteristics from 1980s-2000s.
- Historical context:
 - Boomers entered workforce during period of *more people than jobs*
 - Created loyalty-based work culture with hierarchical military-style management structures.
- Current procurement & contracting models assume *available skilled workforce, stable supply chains, and stable pricing* - **assumptions no longer valid.**

Challenges with Boomer Exodus

- **Great recession (2008) delayed boomer retirements by 10-15 years, preventing natural workforce transition.**
 - **Artificially extended average career cycle**
- **Most productive employees (55+) compensated for millennial productivity gaps but are now retiring in masses.**
 - **Millennials are the least productive generation in the history of the country**
 - **Zoomers are joining the workforce now and they might be worse!**

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***

Mid- and Long-Term Outlook

this is the

BEST

it will be

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

When You See a Another Employer

Talking To Your Top Performer



Recent AI Survey from CPE

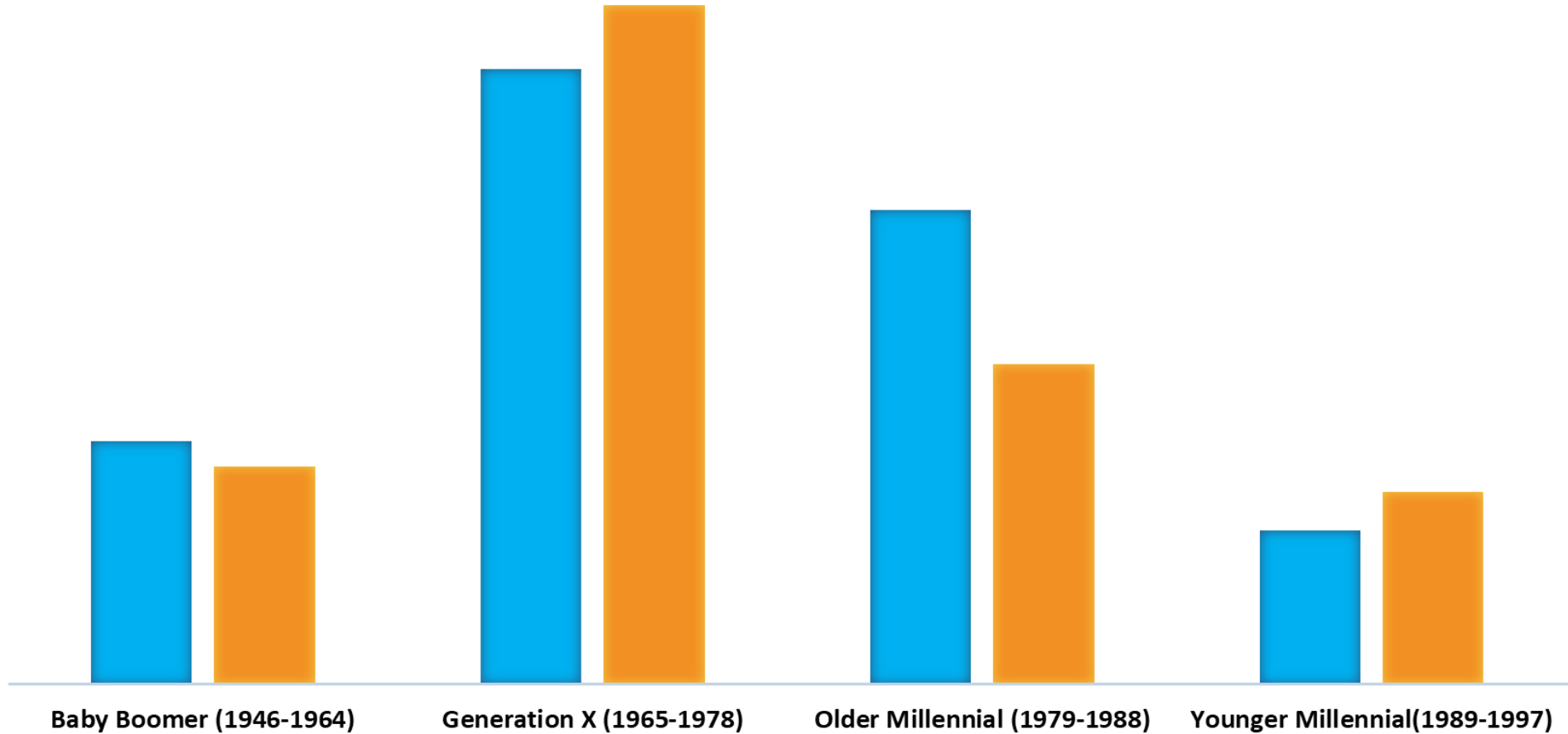
May 2025 = 654 procurement professionals responded

USE AI WITHIN PROCUREMENT JOB FUNCTION

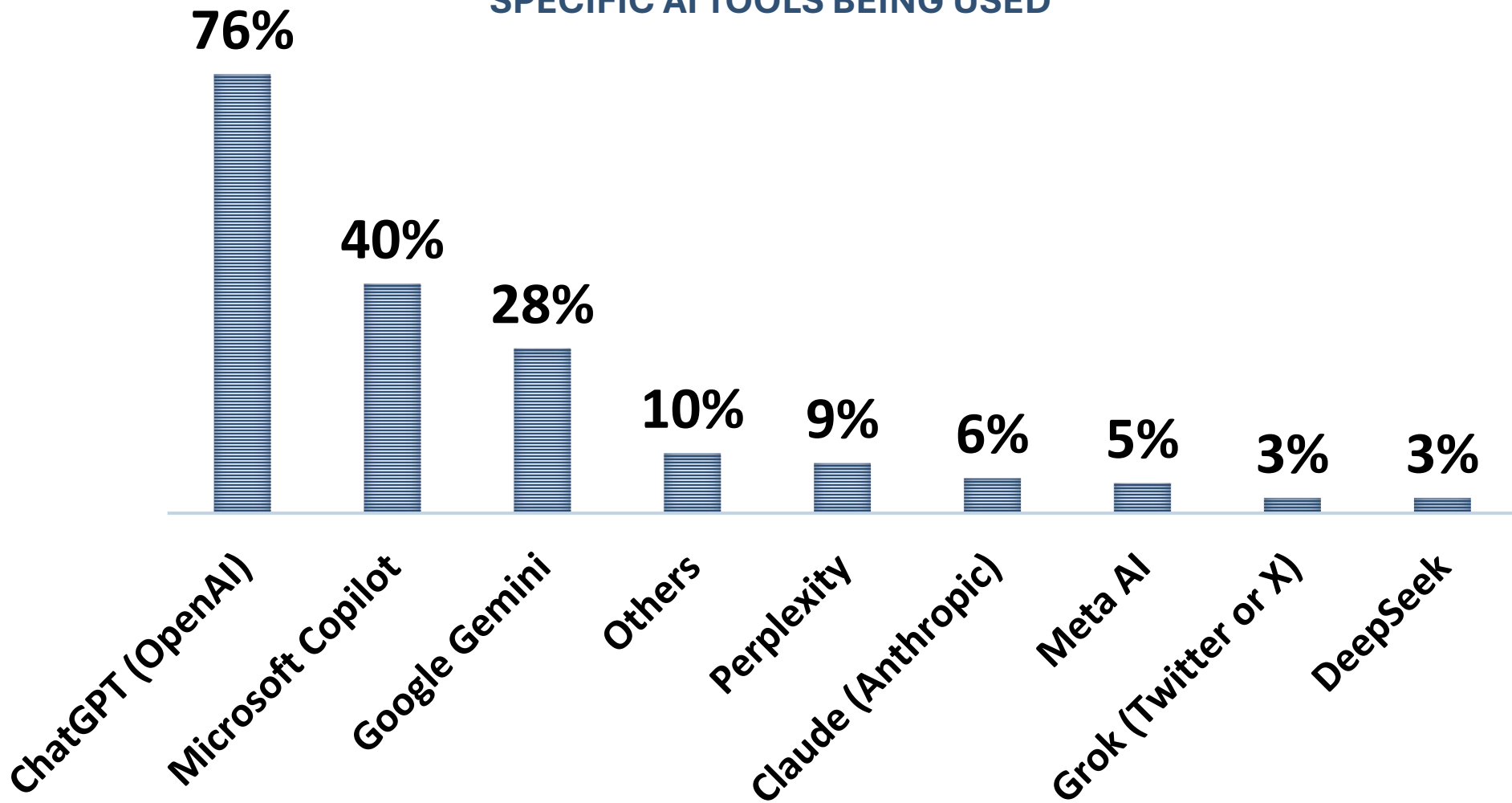


AI USAGE BASED ON GENERATIONAL AFFILIATION

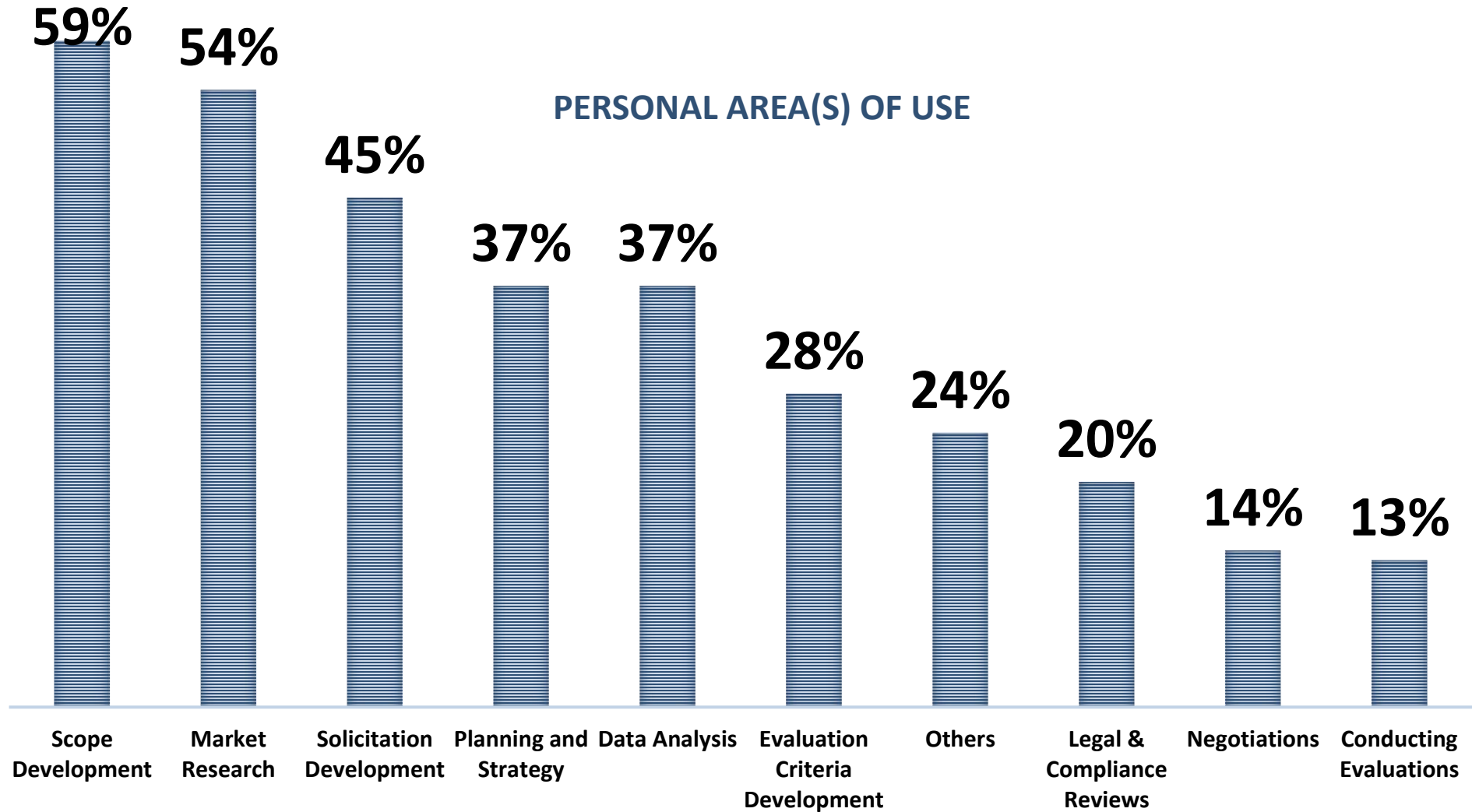
■ Yes ■ No



SPECIFIC AI TOOLS BEING USED

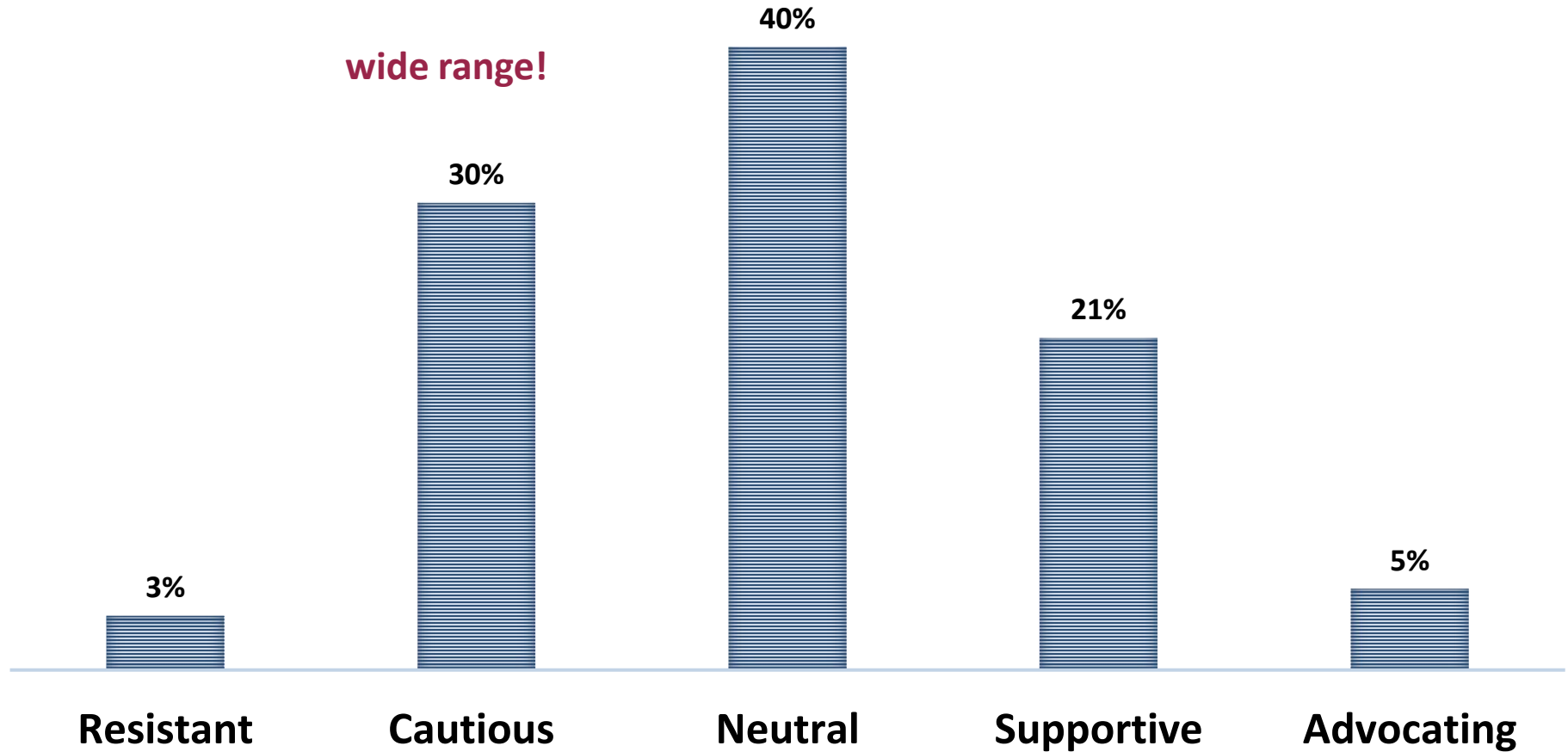


PERSONAL AREA(S) OF USE

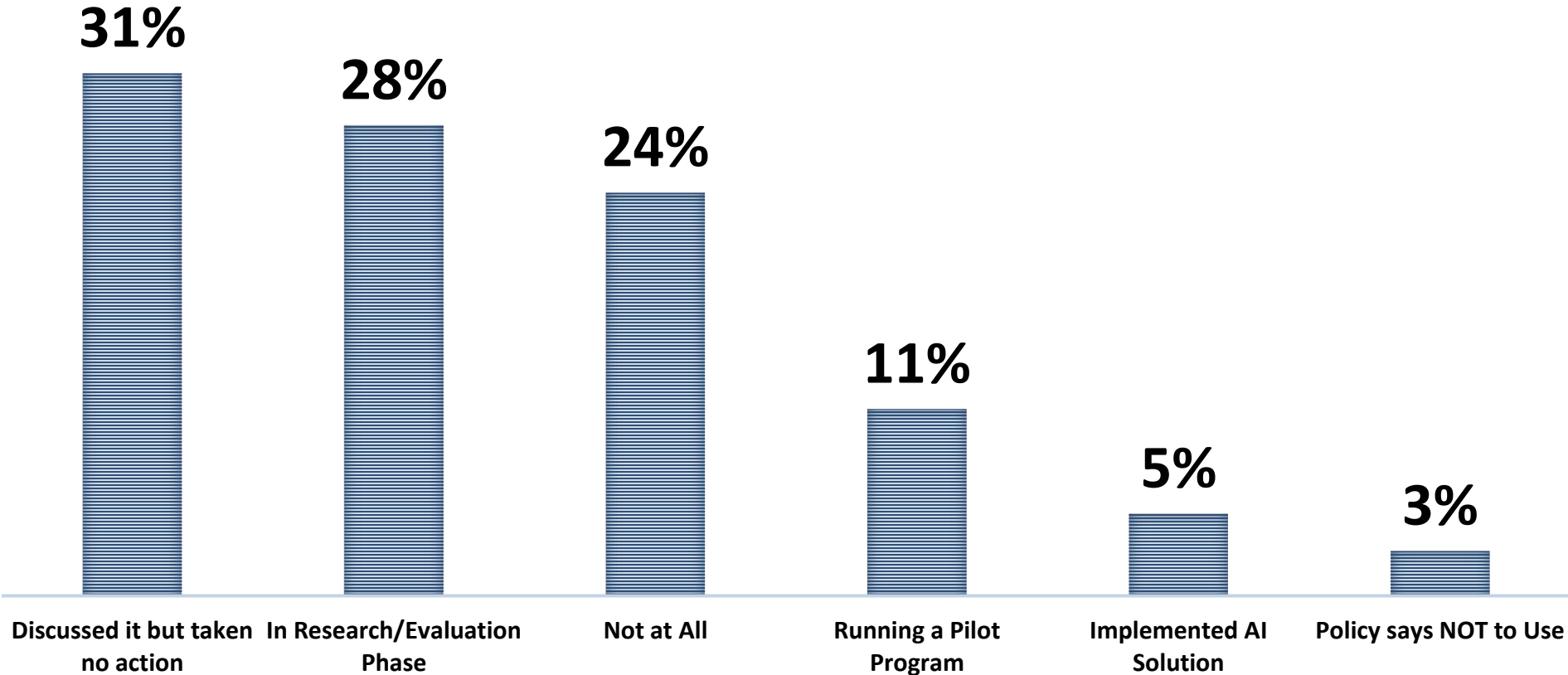


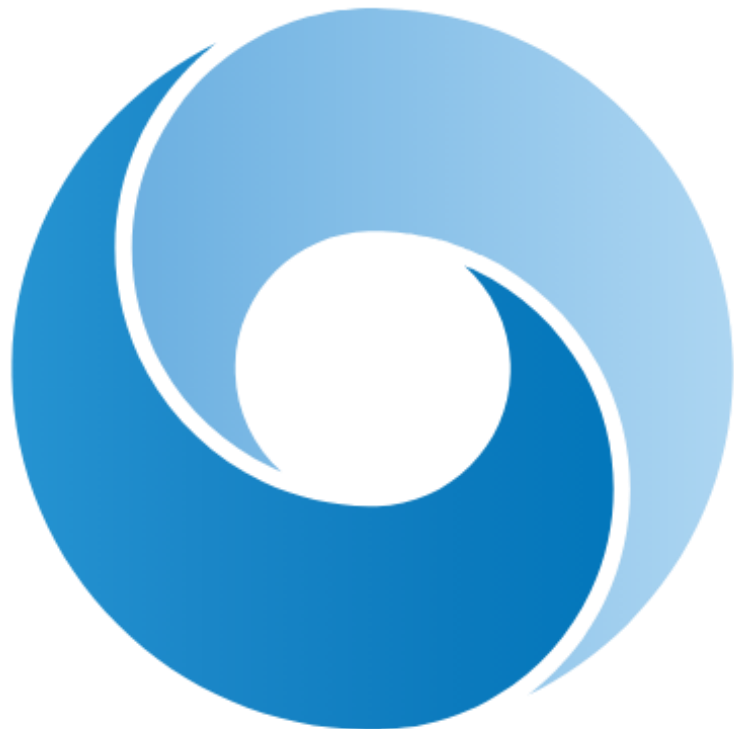
LEADERSHIP'S CULTURE AND ATTITUDE TOWARD AI

wide range!



STRATEGY FOR IMPLEMENTING AI TOOLS IN PROCUREMENT







“Chess has
been shaken to
its roots by
AlphaZero”

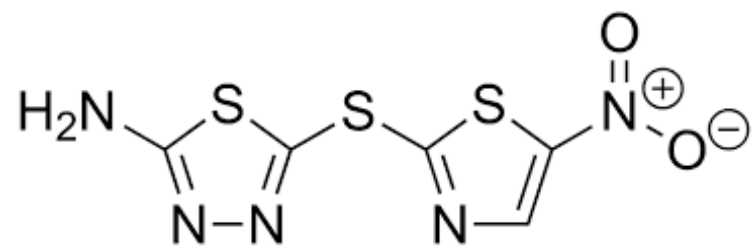
- Garry Kasparov

Chess Grandmaster

World Champion (1985 to 2000)

Ranked #1 for 255 Consecutive Months

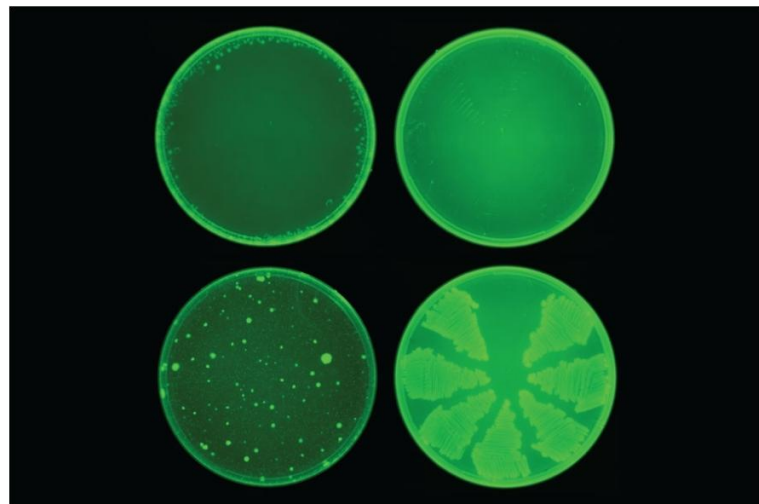




Artificial intelligence yields new antibiotic

A deep-learning model identifies a powerful new drug that can kill many species of antibiotic-resistant bacteria.

Anne Trafton | MIT News Office
February 20, 2020



> [Antibiotics \(Basel\)](#). 2021 Dec 2;10(12):1480. doi: 10.3390/antibiotics10121480.

Assessment of the Antibacterial Efficacy of Halicin against Pathogenic Bacteria

Rayan Y Booq¹, Essam A Tawfik^{1,2}, Haya A Alfassam², Ahmed J Alfahad¹, Essam J Alyamani¹

Affiliations + expand

PMID: 34943692 PMCID: [PMC8698312](#) DOI: [10.3390/antibiotics10121480](#)

Abstract

Artificial intelligence (AI) is a new technology that has been employed to screen and discover new drugs. Using AI, an anti-diabetic treatment (Halicin) was nominated and proven to have a unique antibacterial activity against several harmful bacterial strains, including multidrug-resistant bacteria. This study aims to explore the antibacterial effect of halicin and microbial susceptibility using the zone of inhibition and the minimum inhibition concentration (MIC) values while assessing the stability of stored halicin over a period of time with cost-effective and straightforward methods. Linear regression graphs were constructed, and the correlation coefficient was calculated. The new antibacterial agent was able to inhibit all tested gram-positive and gram-negative bacterial strains, but in different concentrations-including the *A. baumannii* multidrug-resistant (MDR) isolate. The MIC of halicin was found to be 16 µg/mL for *S. aureus* (ATCC BAA-977), 32 µg/mL for *E. coli* (ATCC 25922), 128 µg/mL for *A. baumannii* (ATCC BAA-747), and 256 µg/mL for MDR *A. baumannii*. Upon storage, the MICs were increased, suggesting instability of the drug after approximately a week of storage at 4 °C. MICs and zones of inhibition were found to be high ($R = 0.90$ to 0.98), suggesting that halicin has a promising antimicrobial activity and may be used as a wide-spectrum antibacterial drug. However, the drug's pharmacokinetics have not been investigated, and further elucidation is needed.



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.”



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

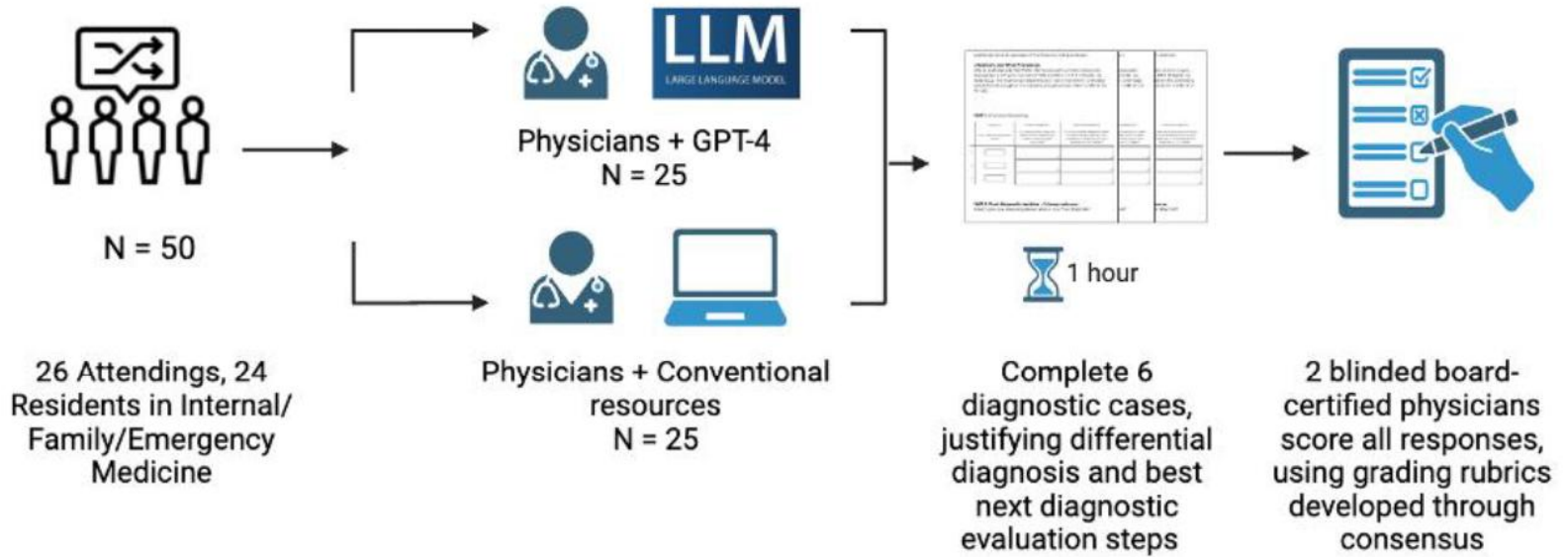
[Kate Hull](#) Sep 12, 2023, 3:20 PM MST

[Share](#) | [Save](#)

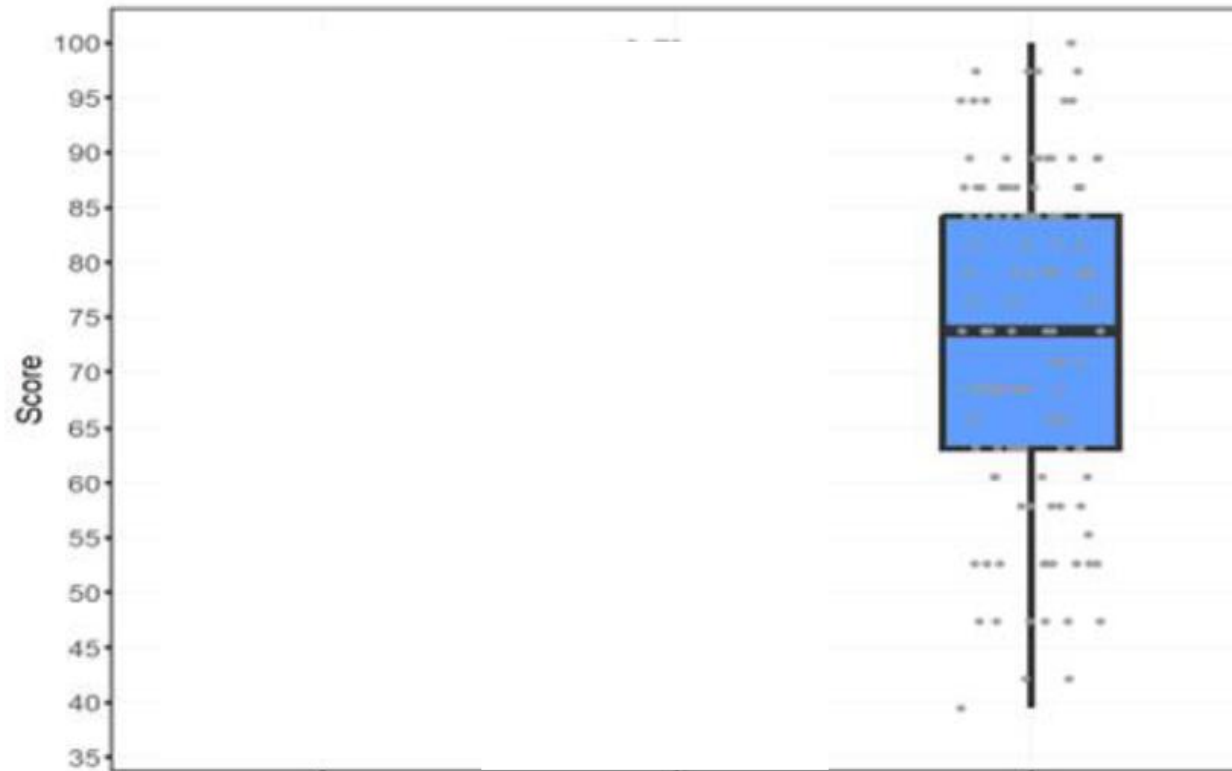


“I went line by line of everything that was in his (MRI notes) and plugged it into ChatGPT,” she says. “I put the note in there about ... how he wouldn’t sit crisscross applesauce. To me, that was a huge trigger (that) a structural thing could be wrong.” (Mother)





50 Physicians randomized to complete a diagnosis quiz with GPT-4 vs. conventional resources. Participants were asked to offer differential diagnosis with supporting statements of findings in favor or against each differential, and to propose best next diagnosis evaluation steps.



Physician + Conventional
Resources Only

74% Score

A New Study Says ChatGPT Is A Better Therapist Than Humans — Scientists Explain Why

By [Dimitar 'Mix' Mihov](#), Contributor. I write about the good, the bad and the ugly ...

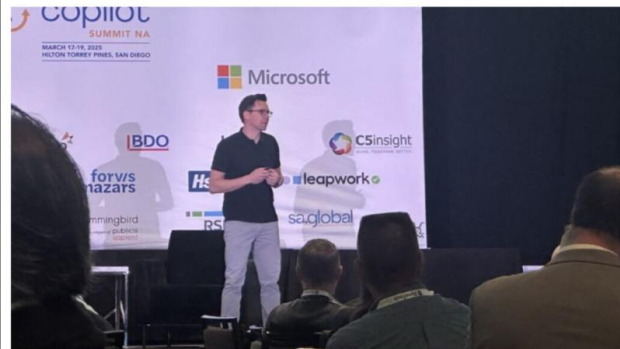
[Follow Author](#)

Feb 17, 2025, 08:59am EST

- **AI rated higher** – ChatGPT outperformed human therapists in couples therapy
- **Recognition gap** – Participants correctly identified human responses 56.1% of the time vs. 51.2% for AI, showing little distinction.
- **More context = better ratings** – AI used more nouns and adjectives, improving clarity and connection in responses.
- **Bias effect** – AI responses rated highest when mistakenly believed to be from a human; human responses rated lowest when misattributed to AI.

Microsoft VP of AI Agents Ray Smith on Business Transformation Through AI Agents

By Cam Sessinger - March 18, 2025 - Updated: March 18, 2025 4 Mins Read



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Microsoft VP of AI Agents Ray Smith on Business Transformation Through AI Agents

Oracle Eyes 'More Cloud Regions than All Competitors Combined,' Says CEO Safra Catz

AI Agent & Copilot Summit: Christopher Lochhead on Building a Legendary Career in the AI Era

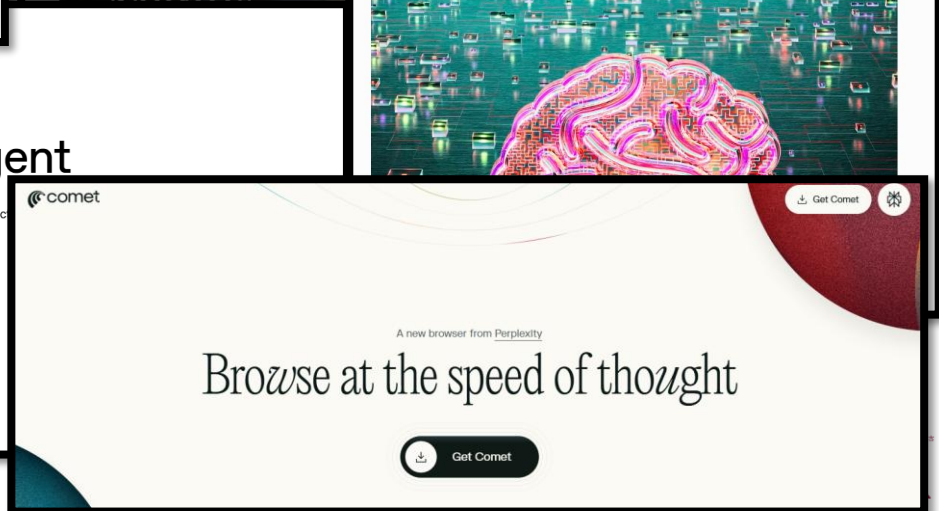
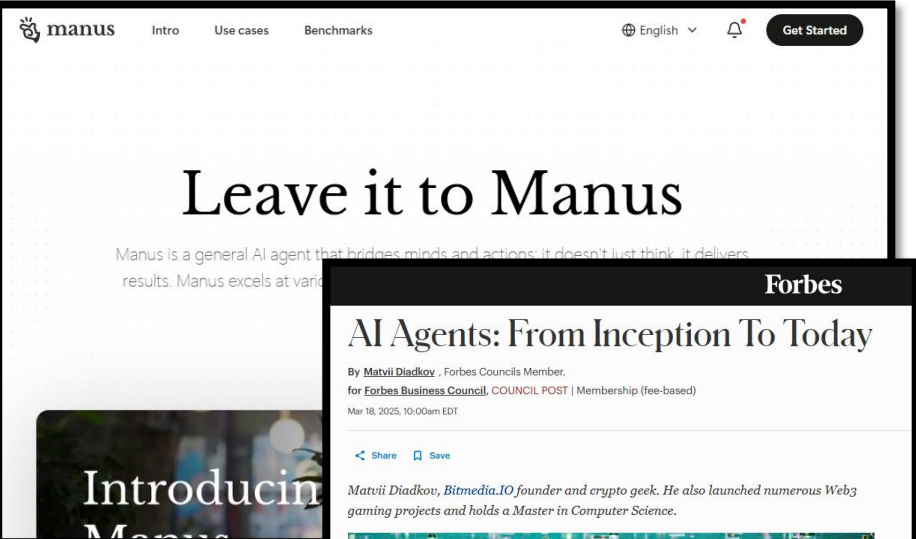
Oracle's Safra Catz: 'We'll Have More Cloud Regions than All Competitors Combined'

Oracle Q3 Cloud Surge: 10 Reasons RPO Jumped 63% to \$130 Billion

January 23, 2025 Release

Computer-Using Agent

Powering Operator with Computer-Using Agent, a universal interface for AI to interact



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HAPPENING NOW

Bryan Kohberger's sentencing hearing for Idaho student murders is underway. Watch CNN

Markets →

DOW

44,881.13

0.85%

S&P 500

6,338.34

0.46%

NASDAQ

20,932.33

0.19%

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76

Extreme Greed

is driving the US market

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Trump reveals plan to win in AI: Rep

How Trump turned the tide in his tr

Trump says he is 'thinking about' n

Business / Tech

OpenAI CEO Sam Altman warns of an AI 'fraud crisis'

By Clare Duffy, CNN

5 min read · Published 5:43 PM EDT, Tue July 22, 2025

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23 comments

LIVE: Trump administration

LIVE: Bryan Kohberger

US leaves

#BacktoSchoolGearGuide

#ConnectedTraveler

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Your Boss Might Be Recording You With This Up-and-Coming AI Gadget

Over 1 million people have a Plaud device, which transcribes conversations and generates summaries you can share with coworkers (or HR). Here's how it might change your workplace.

By Emily Fortini June 18, 2025

PLAUD NOTE

Record. Transcribe. Summarize.

FINANCIAL TIMES

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Builder.ai

+ Add to myFT

Builder.ai 'Chief Wizard' Sachin Dev Duggal made \$20mn in share sales

Former chief executive of collapsed Microsoft-backed start-up also borrowed against holdings

Logistics

Hospitality

Professional Services

AI

Cybersecurity

News

Newslet

AI Chatbot Turns Out to Be 700 Engineers in India

The company has declared for bankruptcy and owes millions to Amazon and Microsoft for computing costs.

EXPLORE

TIME

Updated: JUN 23, 2025 7:16 AM MT

ChatGPT May Be Eroding Critical Thinking Skills, According to a New MIT Study

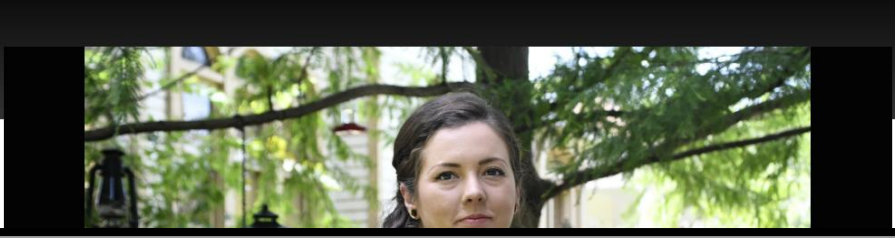
TECH

ARTIFICIAL INTELLIGENCE

by Andrew R. Chow

CORRESPONDENT

How scammers are using AI to steal college financial aid



Key Takeaways

Where AI Has Been the past 12 months

- **Key: What you hear**

- General models have

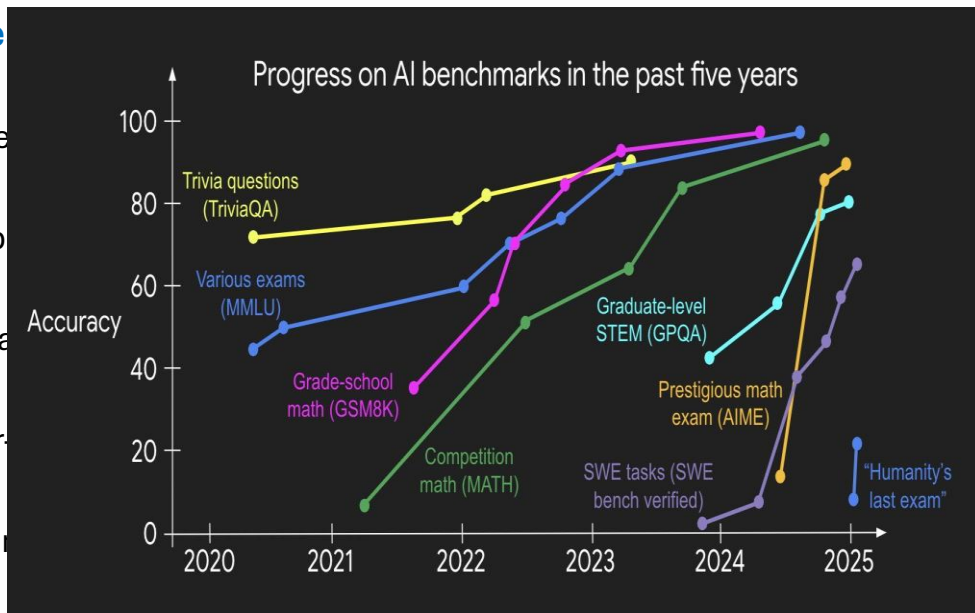
- Rise of AI enabled ap

- 6000-8000 new AI sta

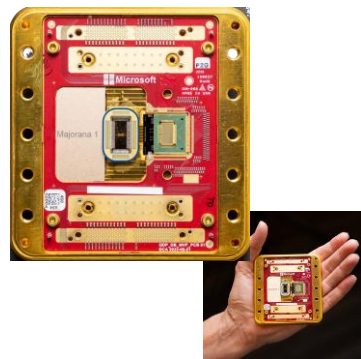
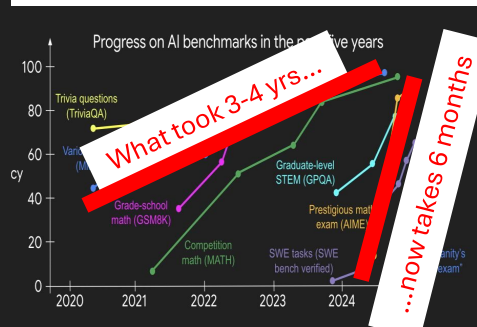
- Introduction of “near

- Massive gains in qual

- Significant innovation in Robotics (AI/ML enhancing robot autonomy, humanoid robots, cobots)



Accelerating acceleration



What happens in the Near Future

- **Key: Nothing happens overnight but window for surfing the wave vs being carried under is small**
- 10-20% of self-improvement “coding” is being done by AI – this will go to 100% within 12 months
- **Agents will be widespread**, can be fully autonomous + work with humans
- AGI – about 2-5 years ahead of schedule – **~3 years to in-your-pocket**
 - AGI = smartest human in any field
- Timeline to ASI has been compressed by years
 - ASI = smarter than all humans combined – **discipline transformative**
 - ASI – 2 to 5 years
 - Most recent projections have ASI at mid- to late-2027 for specific areas (like a coding ASI)
- ASI + Quantum = complete **societal transformation**

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....

Movement of Mindsets

- **Key: Perceived probability is increasing, and AI is just one of several “events”**
- AI Hype vs AI Potential
- Only **30% of Companies** in year 2000 successfully transformed post-internet
 - 50% completely gone, avg. life span on S&P 500 went from 61 yrs to 18 yrs
 - **The Difference: Internet is a Bolt-On vs Use internet to reimagine/rebuild B-model**
- Increasingly Obvious Shift of the Labor Market – **AI is part of the solution**
 - Boomer wealth transfer
 - Millennials' productivity
 - Zoomers' capability + mental health
 - Boomerism
- **Dynamic Simultaneous Events** – Tech revolution, Demographic transformation, Economic concerns, Supply Chain uncertainty, Global instability, Mental Health Crisis...

Impacts on the Profession

- Key: Trust

- Trust will be

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- Educatio

Enhance Outcomes

Collaborative 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.

Contractual
Collaboration

Operational
Collaboration

3 Part Core of
Successful
Collaborative
Structure

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

“Trust is the most important currency on projects today and into the future”

Cultural
Collaboration

A formal structure across Company Leadership, Account/Project Management, Site Leaders, Site Personnel. Trained & facilitated collaboration and innovation efforts

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- Demand not decreasing for at least 15 years (if ever)

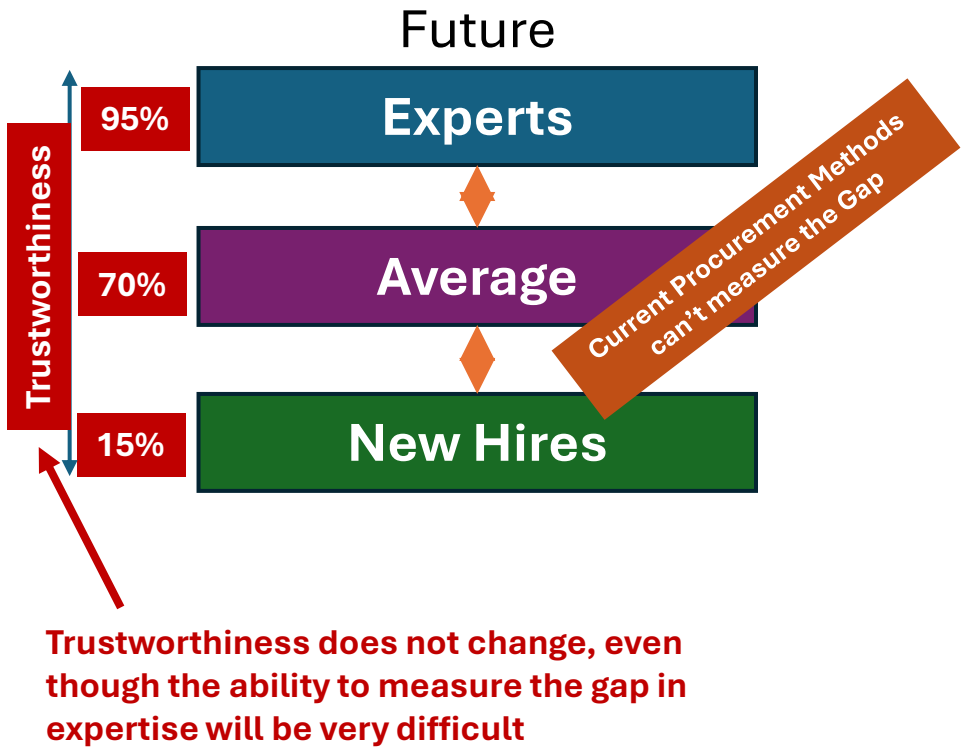
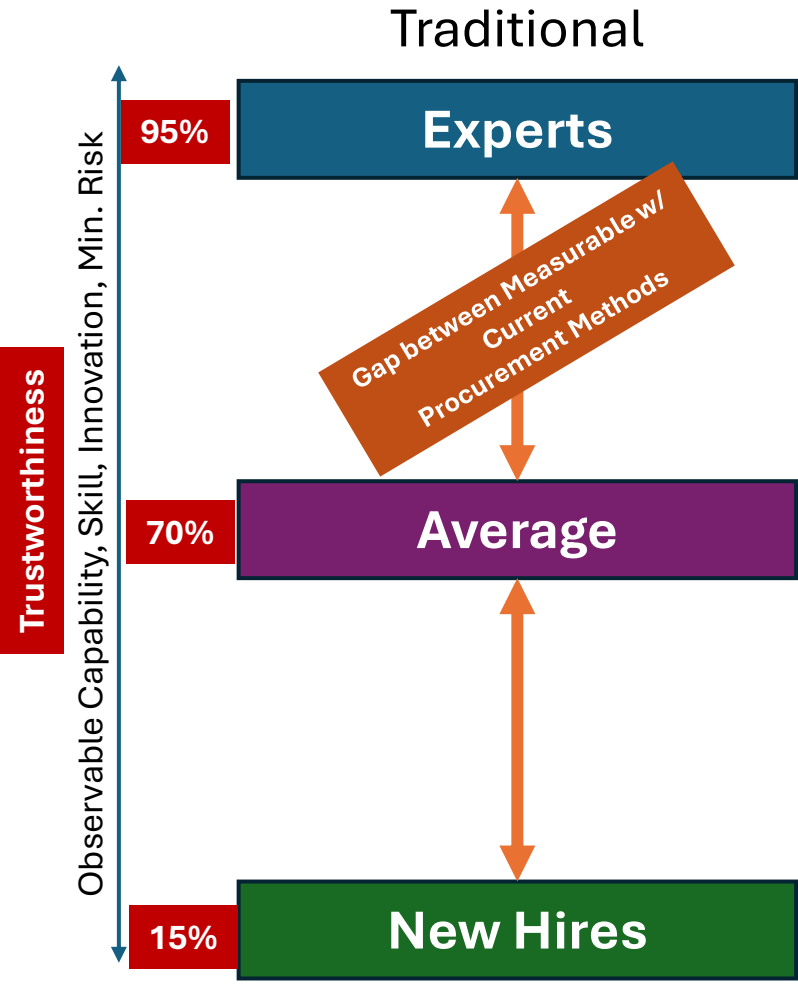
- Unparalleled Opportunity to meet demand at a lower cost

What is the Future of Trust?

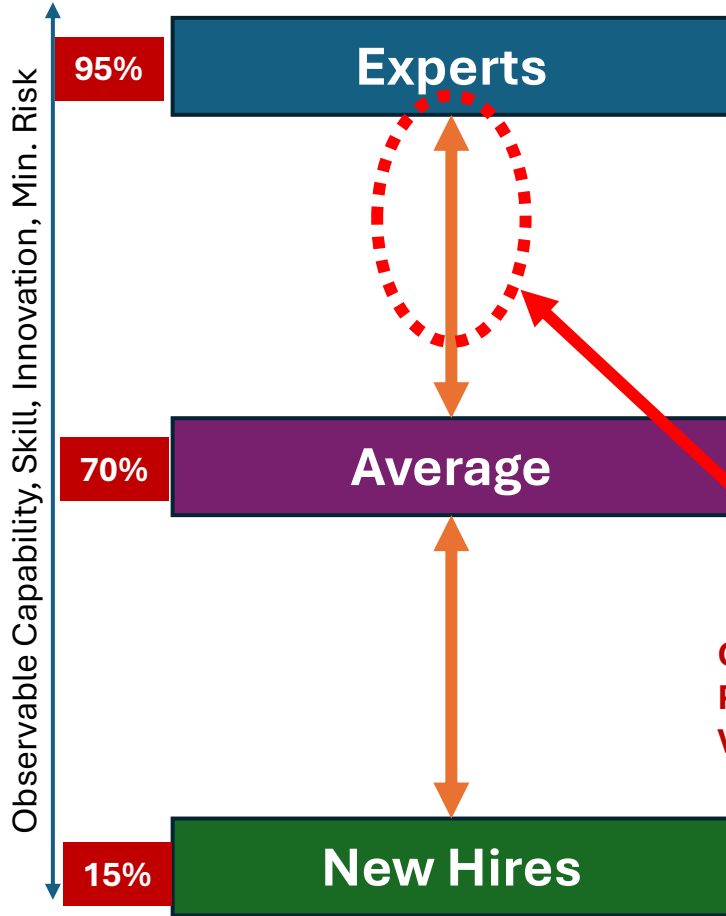
- Price will be less and less of a differentiator between proposals
- The ability to reliably deliver at, and create value beyond, client requirements will have the most value
- In this environment, **Trust or Trustworthiness** will be a currency as the other cost differences between suppliers and service providers will approach zero
 - **Trust will be tied more to individuals** within a company than the company itself

Trust in Procurement – the next few years

- Gap between Average and Expert will continue to collapse
- Value & Expertise will be more and more difficult to assess using a solicitation
- Vendors will lose trust in SOW and Requirements as being accurate
- Initial Price & Expectations VS Final Price & What was Delivered
- Contract negotiations – faith, goodwill, humanity will decrease



Traditional



Future



Opportunity Zone for
Procurement to Add
Value

KEY TAKEAWAY

Clients, Buyers, Contractors, Suppliers...
are in competition with each other
for the same
limited pool
of skilled personnel



Where do we go from here?

Unbelievable Opportunity for Procurement

- Procurement is key location where organizations **put trust into action**
- **Procurement = Trust Broker**
 - **Internal:** Move from **Transactional** to **Stewards of Truth, Relationships, and Vision (Data-Centric)**
 - **External:** **Balance** internal trust (users to procurement) and external trust (vendor believe org is fair and good, SOW is reliable, etc.)
 - **Frontline discerner** – clients come to procurement first (not just because they have to)
 - Procurement has the capability to identify and buy the marginal gain provided by the human
- **Redefine Contracts**
 - Contracts are a lagging indicator of trust
 - Need leading indicators (robust performance information, value-audits, open-pricing, alignment with other similar clients, crisis response cases, etc.)
 - Able to conform to rapid technological and social change

Actions to Get Started

- **Perform a “Trust Audit”**

- Internally – do your internal customers “trust” procurement and the individuals within procurement, your systems, processes, etc.
- Externally – do your external vendors/suppliers “trust” procurement and your organizations, your processes, tools, etc.

- **Begin to intentionally document and measure**

- Formalize the details of the processes and training
- Measuring performance points – quantitatively and qualitatively
- Prepare for AI transition – clean learning data

- **Intentional collaboration with vendors**

Trust Audit

- Quantitative – performance metrics (speed, accuracy, rework, price, etc.)
- Qualitative – satisfaction, trust measures, etc.

Dimension	Definition
Competence & Expertise	Belief that procurement knows the market, understands needs, and sources effectively. Knows the rules and how to work within the rules to optimize an outcome in the best interest of the client
Reliability & Consistency	Confidence that procurement delivers results predictably and follows through. Does not vary based upon which team member does the work.
Transparency & Communication	Openness in explaining decisions, trade-offs, and vendor rationale. Educates clients on best practices from their perspective.
Alignment & Partnership	Sense that procurement's goals align with organizational and departmental objectives. Procurement is an active partner looking for the best interest of the dept, not just procurement org.
Responsiveness & Empathy	Perception that procurement is working as hard or harder than they are, response quickly, makes and keeps schedules, listens and adapts to real-world needs.

Conclusion – I am Very Excited for the Future

- Economic & Supply Chain Uncertainty + Workforce Challenges
- AI = Looking more & more likely – not theoretical, requires experiential learning
 - Different than the nuclear bomb moment
- **People > AI**...but a new workforce model is needed
- New Thinking for a New Economy
- *Beat the Gold Rush - Engage the Grand Experiment*
- Never a Better Time for Change - Acting Now will be Easier than Waiting till the challenges become more severe and everyone is forced to change



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