ADMINISTRATIVE REVIEW: STRATEGIC PROCUREMENT

Survey: Emerging Recommendations
  • Supplemental Analysis: Concerns and Suggestions

http://thinkmissionexcellence.maine.edu/
Background on Concerns & Suggestions

- An on-line survey of emerging recommendations was conducted in February 2013 with quantitative survey results published to the web on March 6, 2013.

- This supplemental document summarizes the qualitative responses through a comprehensive analysis of written comments and suggestions broken down into the three focus areas:

  1. **Procurement**
     A. **Travel & Expense** (T&E)
     B. **Strategic Sourcing** (Competitive Public Procurement Process)
  2. **Purchase Card** (Pcard)
  3. **Structure** (Procurement Organizational Structure)

- Concerns and suggestions shown as examples do not constitute preferred examples.
Travel & Expense

T&E – Concerns by Campus Groups

- Bureaucracy
- Control
- Ease of use
- Efficiency
- Equity
- Funding Source
- Loss of Flex
- Lowest cost
- Paperwork
- Reimbursement
- Resources
- Spend authority
- Training

- Others
- USM only
- UM only

T&E – Concerns by Affiliation

- Bureaucracy
- Control
- Ease of use
- Efficiency
- Equity
- Funding Source
- Loss of Flex
- Lowest cost
- Paperwork
- Reimbursement
- Resources
- Spend authority
- Training

- Others
- Staff
- Faculty
Travel & Expense

Top Concerns

❖ Loss of Flexibility
  Example: “Restrictions being too rigid and not allowing for situational flexibility.”

❖ Bureaucracy
  Example: “Sometimes 'unifying' services means creating more work at the user and management level. We need to think about this as well. Cost/benefit analysis.”
Travel & Expense

T&E – Suggestions by Campus Groups

T&E – Suggestions by Affiliation
Travel & Expense

Top Suggestions

❖ Communication and Training
  Example: “A training session that actually goes through the rules & how they apply to different situations in addition to a session showing how to use any new computer programs/forms related to the changes.”

❖ Flexibility
  Example: “…that folks be able to easily make impromptu travel arrangements when time and/or other issues prevent them from being able to utilize contracted vendors.”
Strategic Sourcing

Top Concerns

❖ Compromising Service
Example: “On occasion, the three bids are not needed in our area due to the specific nature of our research. The legal nature of service contracts are also a headache. We have had the same service contracts for years, but now they are being reviewed by our legal staff. We understand the importance of this, but the lag in time can cost our department because we miss out on discounts.”

❖ Bureaucracy
Example: “I caution against building a system so overly managed that the administrative burden becomes unacceptable.”

❖ Lack of Flexibility
Example: “Some products meet the needs of some departments more than others.”

❖ Which Vendors
Example: “That they make it harder for me to get what I need with favorable pricing (e.g. from e-Bay and Amazon).”
Strategic Sourcing

Sourcing – Suggestions by Campus Groups

- Comm and Train
- Exception policy
- Build in Flexibility
- MSM
- Forget the System
- Adequate Resources
- Total cost

Sourcing – Suggestions by Affiliation

- Comm and Train
- Exception policy
- Build in Flexibility
- MSM
- Forget the System
- Adequate Resources
- Total cost
Strategic Sourcing

Top Suggestions

❖ Communication and Training
  Example: “Teach end-users about the procurement cycle/process and not just how to create a requisition”

❖ Build in Flexibility
  Example: “…the needs of one campus may be entirely different from another. New policies need to be broadly defined to allow flexibility based on not only the different campus needs, but different needs among departments on the same campus.”
Purchase Card

Pcard – Concerns by Campus Group

Pcard – Concerns by Affiliation

Others
USM only
UM only

Abuse
Lack of Access
Bureaucracy
Comm and Train
Lack of Flex
Inappropriate Limits
MSM not enough
Pcard use
Preapproval
Processes
Resources
System approach
Unique needs
Unnecessary
Will be worse

Others
Staff
Faculty
Purchase Card

Top Concerns

❖ Lack of Flexibility
Example: “The needs and use of the P-card system differ amongst departments and campuses. Some flexibility should be incorporated with proper approval system.”

❖ Pcard Use
Example: “We have been encouraged for several years to use a P-Card whenever possible to streamline purchases. Now we are told to use MarketPlace vendors rather than the P-Card, even when a purchase on a P-Card would get a better price (e.g. on Amazon.com). We have had many instances when items could be purchased on a P-Card for nearly half the price charged by a MarketPlace vendor. With very tight departmental budgets, we need the flexibility to purchase items at the lowest possible prices.”
Purchase Card

Pcard – Suggestions by Campus Group

Pcard – Suggestions by Affiliation
Purchase Card

Top Suggestions

- Communication and Training
  Example: “A dedicated training and check list for processing expectations.”

- Maintaining and Expanding Pcard Use
  Example: “I think that freeing up our ability to use the card in a less "restrictive" manner would help us secure better pricing on some purchases, especially those that we may need on a time constraint.”
Structure

Structure – Concerns by Campus Group

Structure – Concerns by Affiliation
Structure

Top Concerns

❖ Bureaucracy
   Example: “This looks like adding bureaucracy and staff to a system that already feels unresponsive and overly bureaucratic. I hope this is efficient and not just another load of policies and procedures that take time and staff at the end user level without creating any feeling of efficiency at the end user level.”

❖ Resource/Staffing
   Example: “Staffing at both the System level and at the campus level seems redundant.”
Structure

Top Suggestions

❖ Communication and Training
  Example: “Include education and documentation about proper use of accounts codes and charging to appropriate department/program/project so institutional reporting and data collection is accurate and useful.”

❖ User Input
  Example: “Evaluate the system from the user and work backwards, rather than from the administrative needs.”