

City of Nanaimo

Purchasing
Transformation



Methodology

Phase 1 – Analysis – define current state

Phase 2 – Design – re-design procurement processes, methods, roles and responsibilities to meet objectives. Validate rules.

Phase 3 – Build procedures, documentation, systems, training and plan for change

Phase 4 – Implement new procedures, train purchasing stakeholders and manage change

Phase 5 – Assess process performance and adjust

Business Process Analysis

Also identify:

- Business Rules

- Redundancy – hand offs, activities, documentation, approvals

- Knowledge gaps to responsibility

- Inconsistent practises

- Future opportunities

Challenges

Loss of Purchasing Manager (Aug 2016)

Introduction of new legislation

Canadian Free Trade Agreement (Jul 2017)

Inconsistent/poor documentation

Too many variations

Difficult to manage change

Key Changes

- New Purchasing Policy (Jan 2017) and SOPs
- Introduction of Timelines
- Collaboration between Project Owner and Purchasing
- All RFX communication (clarification, addenda) through Purchasing.
- Clearer guidelines for Direct Awards
- Segregation of Duties

Procurement Procedures

Plan Purchase

12- Maintain Contract File

13- Purchasing Plan

Select Vendor

1 – Requisition Purchases

2 – Competitive Selection

3 – Non-competitive Selection

4 – Bidder Selection (RFT, RFQ)

5 – Bidder Selection (RFP, RFSOQ, RFPQ)

11- Market Request Cancellation

Contract Vendor

6 – Award Contract

7- Create Contract

8 - Issue Purchase Orders

9 – Purchase Order Change

Monitor Quality

10 - Vendor Performance Evaluation

Document Templates

All Market Requests (RFX)

- Request for Information (RFI)

- Request for Statement of Qualifications (RFSOQ)

- Request for Pre-Qualification (RFPQ)

- Request for Proposal (RFP)

- Request for Quote (RFQ)

- Request for Tender (RFT)

Construction Contract

General Services Contract

Consulting Agreement