Procure Good/Service, Avoid or Pass All Audits

State, Federal, System Policies

supports

constrains

<$100,000 Procure-to-Pay

Make Request
Issue RFQ
Issue PO
Receive Good/Service
Pay for Good/Service

Workflow Design
Information System/ IT
Motivation & Measurement
Human Resources & Organization
Policy & Rules
Facilities/ Physical Environment

- Process was designed around complex cases
- No visibility between customer and procurement workflow
- Unclear value to some processes
- Duplicative work and data re-entry
- Work-arounds created instead of holistic solutions

- Data exists in multiple enterprise and shadow systems
- Different data formats limit accessibility
- Obscure data and authoritative sources
- Heavy reliance on paper
- No procurement catalog or portal

- Avoidance of complicated process
- No data to measure performance
- No reward for better performance
- No penalty for not following ‘rules’

- Onerous process limits strategic work
- Frustration with workload that is perceived as no value-added
- Required management approval for all POs

- Lack of universal understanding of policies, their application, and enforcement
- Policies designed around audits instead of best practices
- Limited ability to negotiate with vendors

- Central procurement is physically isolated
- Forms need to be routed for physical signatures
- Perception that buyers are not accessible
- Space for physical storage of documents and ‘unwanted inventory’

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