

OPERATIONAL REVIEW



CLIENT: City of Vancouver, WA

PROJECT: Operational Review

SERVICE: Operational Assessment

PROJECT COST: \$89,000

PROJECT TIMELINE:
August- December 2015

COMPLETION DATE: 2015

■ BACKGROUND

A high level of customer dissatisfaction prompted the City to engage our Advisory Services Team to assess its Procurement Division's operational organization, staffing level, capabilities, processes, and communication to meet customer requirements within operational, business-driven timeframes.

■ CHALLENGE

The Procurement Division believed its role was compliance; users believed it was customer service. This differing approach resulted in a misconception of perceived duties. Four specific areas appeared to be the primary contributors:

1. Lack of clearly defined roles and responsibilities within the Division
2. Ineffective communication
3. Minimal strategic planning
4. Lack of consistent documented procedures

■ SOLUTION

The assessment identified twelve specific recommendations to assist in shifting the focus of the Division to a service-oriented function. Recommendations included specifically defining desired roles and responsibilities of the procurement division, developing performance metrics that will provide meaningful determination of its accomplishments, modifying purchasing thresholds, approval levels, and signature authority; and revising emergency procurement and sole source guidelines.

■ SO WHAT

An effective procurement process requires a balance of compliance and flexibility in customer service, all within the context of strong accountability. The ability to be nimble and approach customer needs from a helpful, solutions-oriented perspective within the frame work of legal and contractual agreements requires a process to which all can be held accountable and responsibilities are clear and understood.