

SIP: Overview of As-Is Process Maps

Executive Summary

As-is process mapping involves creating a graphical model showing how work is currently processed. The report shows how the various State Procurement Office (SPO) organizational units, customers and other stakeholders hand off information and process it, how process outputs are generated, how inputs are used, where the process interfaces with automated systems, and how work is organized.

Purpose/Focus of the Deliverable

- Map internal business processes of State Procurement Office (SPO) to show how the organizational units, customers and other stakeholders hand off information and process it, how process outputs are generated, how inputs are used, interfaces with automated systems, and how work is organized.
- Serve as a baseline to identify opportunities for improvement (reduce process time, lower rework, eliminate unnecessary steps etc).

Information Sources

- Existing business process documentation
- SPO staff and management
- DOJ
- Other external agencies

Deliverable Structure

- Graphical models that depict SPO's as-is business processes
- The approach Public Knowledge used to map the processes
- Guidelines and tools to utilize when identifying process

Mapping Approach

PK utilized a standard methodology to develop the maps:

1. Review of documentation,
2. Work with the Project Steering Team (PST) to identify the processes to be mapped and Subject Matter Experts (SMEs)
3. Conduct facilitated sessions with SMEs to map the processes,
4. Develop and validate the map with SMEs, and
5. Obtain approval of maps from SPO management.

Processes Mapped:

- Invitation to Bid
- Request for Proposals
- Vendor Collected Administrative Fees
- Special Requests
- Protests
- Statewide Procurements
- Contract Negotiation
- Contract Execution
- Contract Administration
- Assign Purchase Request
- Solicitation Strategy

Key Findings:

- Procurement is a "series of gates". There is little opportunity for parallelism in processes
- System wide create greater opportunities for training/education on the procurement process, including:
 - Providing complete, accurate information.
 - Providing clear specifications.
 - Using DAS SPO template documents.
- Need more formal systems, forms and processes, including:
 - Methods for reporting procurement status.
 - Checklists and documented standards for process and decision-making.
 - Updated templates and forms.
- Need to review automation support for procurement and users.
- Examine approach to workload assignment.
- Numerous factors affect the timeline for procurements. For example:
 - Scheduling conflicts with DOJ counsel.

- Lack of mechanism to learn agencies' purchase plans in advance to avoid "bottlenecks."
- Varying quality of information provided by agencies, sometimes requiring more research.
- Varying knowledge/skill of analysts and SMEs.