

10.0 Post Execution Contract Management Process Report

May 2017



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TABLE OF CONTENTS

Overview	1
Process Executive Summary.....	2
Chapter 1: SIPOC Diagram	4
Chapter 2: Suppliers	5
Vendor	5
University System Department.....	5
Office of Procurement Diversity.....	5
Purchasing.....	5
Strategic Procurement.....	5
Payables	5
Business Rules.....	5
Chapter 3: Inputs	6
Reports	6
Information Conversations for Feedback	6
Help Desk Tickets from iBuy & Banner	6
University System Department feedback	6
Contract & Supporting Documentation.....	6
Funding Limitations	6
Business Rules.....	6
Chapter 4: Process	7
Contract Execution	7
Contract Monitoring	7
Change Orders.....	7
Expiration of Contract.....	7
Termination of Contract & Closing of Purchase Orders (POs)	7
Business Rules.....	8
Chapter 5: Outputs	9
Reports	9
Executed Change Order.....	9
Contract Termination Notice.....	9
Updated Utilization Plan	9
Business Rules.....	9
Chapter 6: Customers	10
Vendor	10
University System Department.....	10
Office of Procurement Diversity.....	10
Purchasing.....	10
Business Rules.....	10
Chapter 7: Customer - Oversight Roles	11
Chief Procurement Office	11


10.0 Post Execution Contract Management

Board of Trustees	11
Internal and External Auditors	11
Procurement Policy Board (PPB)	11
Business Enterprise Council (Act)	11
Sponsors	11
Grants and Contracts Office	11
Business Rules	11
Chapter 8: Questionnaire for Current State Analysis	13
Chapter 9: Questionnaire for Potential Process Improvement Candidates	16
Chapter 10: Current State Metrics	17
Chapter 11: Feedback from Customer Focus Groups – Current State	18
Chapter 12: Opportunities for Improvements	20
Chapter 13: Suggested Improvements	22
Chapter 14: Feedback from Customer Focus Groups – Future State	23
Chapter 15: Recommendations for Improvements	24
Chapter 16: Solutions Prioritization Matrix	26
Chapter 7: Future State SIPOC Diagram	27
Chapter 18: Future State Requirements	28
Chapter 19: Subject Matter Expert Team	29
Chapter 20: University Focus Group Participants	30
Appendix A: Business Glossary	31

Overview

The Post Execution Contract Management process exists to maintain a partnership between the University of Illinois and the Vendor, and to ensure the successful completion of the contract. Successful completion includes: Managing contract expectations, disputes, monitor and document performance etc.

The purpose of this process is to ensure the University has a way to monitor Vendor performance, document any performance issues, and ensure that the University of Illinois is receiving the level of service and agreed upon pricing.

Illinois Mandate Symbol - 

University Policy Symbol - 

Professional Mandate Symbol - 

Process Executive Summary

Business Process

The process kicks off in the Contract Execution phase which involves getting the signed contract back to the vendor and the department, setting up a kick off or implementation meeting and communicating the action plan to all parties involved.

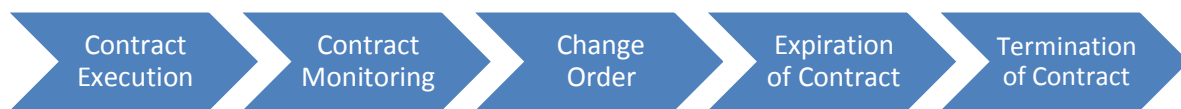
As soon as the contract is executed, the contract goes through contract monitoring which is an ongoing phase throughout the process. During this phase departments, Purchasing, and Strategic Procurement check the following: supplier performance, invoices, spending reports, feedback, pricing, and determine if a change order, amendment or termination is required.

One of the final milestones is to determine if a contract should just expire or terminate for cause or convenience. If the good or service is carried out per the contract and agreement with no issues, the contract will be active until the end (or expiration) date of the contract. If it has been determined that there is a need to terminate by cause, the department works with Procurement Services and University Legal Counsel to create a Cure Notice. If the vendor agrees, they are given time to cure or fix the issues and contract monitoring resumes. If it has been determined there is a need to terminate for convenience, Procurement Services and University Legal Counsel prepare and send the vendor a termination letter and the process ends.

Finally, the purchase order (PO) closing process happens. Currently there are two types of closings. One is a Zero dollar batch closing which Purchasing at UIUC usually runs because it's for all charts. In a zero dollar batch closing all purchase orders that have a zero balance and no active waiting transactions within the selected transaction date time frame get closed out. Batch closing is also used for iBuy POs that have large number of items and FOAPAL sequences. The other closing is when departments or individuals send Purchasing at UIUC lists or single purchase orders to close out. Most of the purchase order sent by individuals or a department do have a balance that get zeroed out, these cannot have any waiting transactions such as open or incomplete invoices. At UIUC, a service desk ticket is required to close a PO. The ticket number and PO are submitted in a JV feeder to Banner processing overnight. In addition, POs can be closed manually by using the FPAEOCD in Banner, this is usually the case for iBuy orders. This requires an unencumbered amount to be entered for each FOAPAL. If there are multiple open lines on a PO journal vouchers are used to closes.

At the end of fiscal year, a list of all of the open encumbrances on the previous FY is generated, usually by BSS or AITS. Purchasing at UIUC run the list of purchase orders through the JV feeder. Since the creation of this feeder, this closes all of the listed POs for all Charts. The same process is run for Fed Ag funds each November.

Current Process Activities



Approach

The current state process activities were mapped by the Subject Matter Expert (SME) and project process team. A SIPOC diagram was created to capture the tasks executed by the University System departments. The SME project team identified opportunities for improvement and brainstormed potential solutions. The current state was presented, issues were identified, and recommendations were discussed at customer focus group meetings in the University System. The process report was presented to the Source2Pay Director Council where they ranked the proposed recommendations for implementation.

Key Findings

The following areas have opportunities for improvement:

- Communications
 - 8 issues related to providing information
- Documentation
 - 1 issue related to lack of documentation
- Policy/Procedures
 - 5 issues related to procurement policies and procedures
- Technology
 - 3 issues related to systems lack of functionality to support the process
- Training
 - 4 issues related to systems lack of functionality to support the process

Improvement Recommendations

The process team identified 16 suggested improvements. From the 16 suggested improvements, the team selected 6 improvements to recommend for implementation. The Director Council reviewed the 6 recommendations and ranked the proposed recommendations for implementation.

Listed are the top three recommendations for implementation:

1. New Contract Admin staff should have access to the appropriate procurement systems
2. Develop Post Execution Contract training for Contract admins
3. Spreadsheet or website to track and post vendor performance and reviews

Chapter 1: SIPOC Diagram

Process Name	Date
10.0 Post Execution Contract Management	April 12, 2017

SUPPLIERS	INPUTS	PROCESS	OUTPUTS	CUSTOMERS
<u>Who</u> provides input to the process	<u>What</u> goes into the process	<u>How</u> the inputs are transformed to outputs	<u>What</u> comes out of the process	<u>Who</u> received the outputs of the process
Vendor University System Department Office of Procurement Diversity Purchasing Strategic Procurement Payables	Reports Information conversations for feedback Help desk tickets from iBuy University System Department feedback Contract & Supporting documentation Funding Limitations	Contract Execution Contract Monitoring Change Order Expiration of Contract Termination of Contract	Reports Executed change order Contract Terminations notice Updated utilizations plan Closed PO w/Encumbrance	Vendor University System Department Office of Procurement Diversity Purchasing

Chapter 2: Suppliers

Supplier provides input to the process:

Vendor

What they care about: To supply contract information such as price and services and providing the good or service.

When they care: As soon as they win the bid or are awarded the contract.

University System Department

What they care about: Ensuring they are getting what was agreed upon with the vendor.

When they care: As soon as the contract is executed through the life of the agreement.

Office of Procurement Diversity

What they care about: An approved utilization plan and monitoring BEP send on contracts.

When they care: As soon as a contract is awarded to a diverse and/or diverse sub award vendor.

Purchasing

What they care about: Responsible for making sure the terms and conditions of the contract or agreement are being met and comply with procurement code.

When they care: As soon as the contract is executed through the life of the agreement.

Strategic Procurement

What they care about: To make sure they are getting what was agreed upon with the vendor.

When they care: As soon as the contract is executed through the life of the agreement.

Payables

What they care about: Provide information regarding changed orders or regarding invoice issues

When they care: For Change orders and anytime there is an invoice issue

Business Rules

None

Chapter 3: Inputs

Inputs are information or verification which goes into the process.

Reports

Vendor spend reports, BEP reports, and department internal tracking reports (including internal analytical reports), Department reconciliation process and reports

Information Conversations for Feedback

Information from all the suppliers.

Help Desk Tickets from iBuy & Banner

University System Departments put in a help desk ticket if anything is wrong with the goods/services or terms of contract are not met by the vendor.

University System Department feedback

Feedback from departments to Purchasing or Strategic Procurement asking for information, status, renewals and if they are satisfied or dissatisfied with the service or vendor.

Contract & Supporting Documentation

Provide the terms of the contract, including certifications, financial disclosures, Office of Inspector General (OIG), state required documents

Funding Limitations

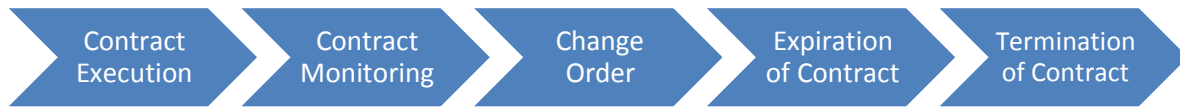
Rejected invoices, spend analysis, percent complete compared to what remains to be been done

Business Rules

None

Chapter 4: Process

A process is defined as the method for transforming inputs into outputs:



Contract Execution

This process involves getting the signed contract back to the vendor and the department, setting up a kick off or implementation meeting and communicating the action plan to all parties involved.

This can be at department, University, or Strategic Procurement level

Contract Monitoring

As soon as the contract is executed, the contract goes through contract monitoring which is an ongoing step throughout the entire Post Contract process. During this phase departments, Purchasing and Strategic Procurement is checking for the following: Supplier performance, Invoices, spending reports, feedback, pricing, and determine if a change order, amendment or termination is required.

Change Orders

As soon as the contract is executed, the contract goes through contract monitoring which is an ongoing step throughout the entire Post Contract process. During this phase departments, Purchasing and Strategic Procurement is checking for the following: Supplier performance, Invoices, spending reports, feedback, pricing, and determine if a change order, amendment or termination is required.

Expiration of Contract

One of the final milestones is to determine if a contract should just expire or terminate for cause or convenience.

If the good or service is carried out per the contract and agreement with no issues, the contract will be active until the end (or expiration) date of the contract. Departments use purchasing reports, tracking spreadsheets, and notifications of when contracts are expiring to track contract end dates to decide to renew a contract. If a renewal is decided, this involves Procurement Services (Purchasing) research if there are renewals for the contract.

Termination of Contract & Closing of Purchase Orders (POs)

If it has been determined that there is a need to terminate by cause, the department works with Procurement Services and University Legal Counsel to create a Cure Notice which is submitted and discussed with the vendor. If the vendor agrees, they are given time to cure or fix the issues and contract monitoring resumes.

10.0 Post Execution Contract Management

If it has been determined that there is a need to terminate for convenience, Procurement Services and University Legal Counsel prepare and send the vendor a termination letter and the process ends.

Currently there are two types of closings. One is a zero dollar batch closing which Purchasing at UIUC usually runs for all charts. In a zero dollar batch closing all purchase orders that have a zero balance and no active waiting transactions within the selected transaction date time frame get closed out. Batch closing is also used for iBuy POs that have large number of items and FOAPAL sequences.

The second is Individual Requests: There are multiple ways this can be handled.

- a. Purchasing at UIUC requires all requests to close POs from departments to be submitted via the AITS Service Desk. The PO number(s) and Service Desk Request Numbers are recorded by student workers. UIUC uses a PO close process built by UPAY to generate and upload a JV feeder to Banner that runs overnight to close the POs. There is also a date override in the process that will allow them to close lists of POs that have terminated funds using a specific date provided by UAFR in the case of State or Fed Ag Funds at the end of the year.

At UIC, departments or individuals send purchasing a list or single purchase orders to close out. Most of these have a balance that get zeroed out but cannot have any waiting transactions such as open or incomplete invoices.

- b. Manually close POs using FPAEOCD in Banner: In the case of Commodity Level Accounting (all iBuy orders) orders, this requires an amount to be unencumbered to be entered for each individual FOAPAL sequence.
- c. Journal Vouchers are also used to close POs as well. This is used when there are multiple lines on a PO that were closed and not rolled into the current FY, but some lines remained open and were rolled. This causes the PO not to be able to be closed in one of the previous ways, so a JV is used to close the remaining open lines.

Finally End of Fiscal Year: In September of each year, a list of all of the open encumbrances on the previous FY is generated, usually by BSS or AITS. Purchasing at UIUC runs these through a JV feeder as described above. Since the creation of the feeder, UIUC closes all of the listed POs for all Charts. The same process is run for Fed Ag funds each November.

Business Rules

None

Chapter 5: Outputs

Outputs are the resulting information or entities that are produced as part of the process:

Reports

Strategic Spend reports, unit department spend reports, BEP spend reports

Executed Change Order

Record of what was changed from the original contract or amendments

Contract Termination Notice

Termination letter to the Vendor

Updated Utilization Plan

Office of Procurement Diversity (OPD) utilization plan (determine how many diverse vendors were used), Strategic's total commodities spend (who's using the services from the contracted vendors)

Business Rules

None

Chapter 6: Customers

Customers receive the output of the process.

Vendor

What they want: To complete the contract with no issues, get paid for the goods and services provided, opportunities for renewals and future business.

University System Department

What they want: A good or service that matches the contract with no issues.

Office of Procurement Diversity

What they want: Make sure diversity spend is met.

Purchasing

What they want: An executed contract with no issues that meets the needs and complies with University and State policies.

Business Rules

None

Chapter 7: Customer - Oversight Roles

Customer who provides oversight and what oversight is needed: (Example Funders, OBFS, Auditors, Board of Trustees, (BOT), Legislature, Public)

Chief Procurement Office

What they want: They are involved in the Bulletin change order process and to make sure the State Procurement laws and policies are being followed.

Board of Trustees

What they want: Notifications of any purchases \$1 million or over so that they can monitor adherence to all Federal and State laws and University Policy, and meet diversity goals.

Internal and External Auditors

What they want: to make sure the University of Illinois is in compliance with all State, Federal and University policies.

Procurement Policy Board (PPB)

What they want: They are involved in renewals and give the final approval.

Business Enterprise Council (Act)

What they want: Provide oversight to make sure the BEP act is being followed and if not can cancel contracts

Sponsors

What they want: Provide oversight for grants contracts and make sure the grant funds are being spent according to the grant requirements.

Grants and Contracts Office

What they want: Provide oversight for grants contracts and make sure the grant funds are being spent according to the grant requirements.

Business Rules

BEP Act on Enforcement:

(30 ILCS 575/8) (From Ch. 127, par. 132.608)

(Section scheduled to be repealed on June 30, 2020)

10.0 Post Execution Contract Management

Sec. 8. Enforcement. The Council shall make such findings, recommendations and proposals to the Governor as are necessary and appropriate to enforce this Act. If, as a result of its monitoring activities, the Council determines that its goals and policies are not being met by any State agency or public institution of higher education, the Council may recommend any or all of the following actions:

(a) Establish enforcement procedures whereby the

Council may recommend to the appropriate State agency, public institutions of higher education, or law enforcement officer that legal or administrative remedies be initiated for violations of contract provisions or rules issued hereunder or by a contracting State agency or public institutions of higher education. State agencies and public institutions of higher education shall be authorized to adopt remedies for such violations which shall include (1) termination of the contract involved, (2) prohibition of participation of the respondents in public contracts for a period not to exceed one year, (3) imposition of a penalty not to exceed any profit acquired as a result of violation, or (4) any combination thereof.

Chapter 8: Questionnaire for Current State Analysis

1. Why does the process exist?

To maintain a partnership between the University of Illinois and the vendor to ensure the successful completion of the contract. Successfully completion includes:

- Manage contract expectations
- Monitor and documented performance
- Establish that a contract will meet the needs, is achievable and sustainable
- Mange critical success factors
- Manage disputes
- Mange the organization's own responsibility and that of the vendor

2. What is the purpose of the process?

To ensure the University has a way to monitor vendor performance, document any performance issues, and ensure the University of Illinois is receiving the level of service and agreed upon pricing. Purpose also includes:

- To present suppliers with our needs
- To correctly understand the requirements and obligations of both parties
- Improve financial and operational performance
- Minimize disputes and surprises

3. What are the process boundaries (i.e., when does it start and end?)

The process starts when a vendor has received a signed approved contract

The process ends when a contract is expired or terminated

4. What are the major activities/steps in the process?

See [Chapter 4: Process](#) (Ctrl-click to follow link)

5. What is the expected outcome or output of the process?

See [Chapter 5: Outputs](#) (Ctrl-click to follow link)

6. Who uses the output of the process, and why?

See [Chapter 6: Customers](#) (Ctrl-click to follow link)

7. Who benefits from the process, and how?

- User department can expect that suppliers maintain compliance to specifications/expectations and deliver to those expectations; minimize surprises, communication with suppliers if changes need to be made; expect prices to remain as proposed.

It gives the end using department a guideline on how to handle their contract once it is created.

- Suppliers will have a road-map to follow and if something is not working they can suggest alternatives (with the exception of Sole Source)
- University Payable with have consistent pricing on invoices to maximize payment to the suppliers. Less errors in quantity and pricing. Delivery is documented and conforms to the purchase order
- Buyers can document changes to a contract and keep it current for audit purposes and to maximize payment to suppliers
- IPHEC

10.0 Post Execution Contract Management

- Legal making decisions based on maintained documentation

8. What information is necessary for the process?

See [Chapter 3: Inputs](#) (Ctrl-click to follow link)

9. Where does that information come from?

See [Chapter 2: Suppliers](#) (Ctrl-click to follow link)

10. What effect does that information have on the process and output?

Information gets put into the process from a means of track executed contracts

- Determining if the contract brings value in regards to service and pricing

11. Who is primarily responsible for the process?

University System Departments, Strategic Procurement, Purchasing

12. What other units/organizations participate in or support the process?

Procurement Diversity, Vendors, University Payables, University Counsel, Risk Management

13. What Information Technology system(s) support the process?

- Banner
- BDM
- Department Software
- Email
- Fax/Copier/Scanner
- iBuy
- IPHEC/Bulletin
- Microsoft Office Suite
- OBFS Website
- PDF, Adobe
- Service desk ticket system (CASDM or UniCenter)

14. What policies guide or constrain the process?

- Terms and Conditions of the contract
- Illinois State Procurement Code
- University Procurement Policies

15. How often does the process get executed?

Daily in all University System departments

16. What are potential defects with respect to the process?

- Changes (to the contract) are not communicated or documented - communications
- Procurements are made before a contract is initiated – policy/procedures or training
- Purchasing is left out of performance tracking – communications, documentation
- Lack of performance measures on contracts–documentation, training
- Some departments are not monitoring contract progress – training, communications and policy
- System lacks the ability to track contract progress and monitoring - technical
- No Evaluation or feedback from departments and no consistent place to document feedback – communications and technical and training
- Employee turnover, change in IT systems- communications/technical/training
- Vendors not meeting service levels– communication/documentation/policy and procedure/training
- The performance check documents and expiring reports are coming from multiple sources and not in one location – technical / communications

a. How often do the potential defects occur?

Daily

17. What types of challenges have employees who participate in the process raised?

- vendors/suppliers performance history/reviews are not communicated by the department – communications and documentation
- Purchasing is not involved by departments when there are issues – communications/documentation/technical

18. What types of challenges or concerns have customers raised?

Vendors call when they have not received a payment within the terms of the contract – documentation, training, communication

19. Will the process be changed by another initiative in the near future?

None

Chapter 9: Questionnaire for Potential Process Improvement Candidates

1. How would the process operate differently in the “Perfect Situation?”

We would have one system that tracks and monitors vendor performance and supplier feedback

A process where departments know what contracts exist and are available, and have an understanding of the details of the contract

The ability to score supplier performance base on items such as pricing and delivery so that the departments would have access to review

2. What does the team hope to achieve through this improvement?

Access to objective performance measures on contracts

3. Who would benefit from the desired improvement to the process?

University System Departments, Purchasing, Strategic Procurement, Vendors

a. How would we know?

A decrease in the number of systems to complete the process

4. What data can be provided with respect to the process performance (e.g. service rating, cycle time, customer survey responses, etc.)?

Cycle time (Example Vendor says they will deliver 90% of products within 30 days)

The results of performance monitoring

5. Who should be included in any improvement discussions for the process?

AITs

OBFS Business Solutions & Support (BSS)

Procurement Diversity

Purchasing

Strategic Procurement

University Contract Records Office (UCRO)

University System Departments

Chapter 10: Current State Metrics

Metrics in three areas is being collected on each process. These metrics will be used to measure success in the future state.

- How long does the process take from start to finish?
Depends on issues on the length of the contract and if there are any issues
- How many touchpoints are there per process?
At least 7 touch points or handoffs
- How many steps are involved in each process?
57 total steps

Chapter 11: Feedback from Customer Focus Groups – Current State

The Current State process was presented to each University's Customer Focus Group on April 11, 12, and 13, 2017. A total of 6 people attended with 0 people in attendance from UIC, 0 people from UIS, and six people from UIUC.

Campus Focus Group Summary

During the session the current state process was reviewed and the BPI facilitator requested input from the attendees where there were any variances.

The high-level process steps include:

- Contract Execution
- Contract Monitoring
- Change Orders
- Expirations of Contract
- Termination of Contract

Key findings

A department can choose to monitor the service/product being received from a vendor. When a requisition is submitted, the requisitioner will use 'Receipt Required' functionality in Banner. When a department has issues with a vendor, the department will include purchasing on communications to the vendor. If the communication is via phone, the department will send purchasing an email advising them of the situation.

Issues

The most common issues identified were:

- The ability to put a purchase order on hold and mark "do not pay and must monitor" (due to poor service by the vendor)
- Standing orders are not a good option for vendors who are not providing good service
- Communicating to Purchasing issues with a Vendor, especially a state vendor
- Department is the primary involved is resolving the issue.

Campus Focus Group Report

Issues:

- There isn't a way to mark a purchase as "Monitor this Purchase Order"
- There isn't a way to require a receipt on a Standing Order in Banner
- There isn't a place to enter comments on a vendor for other department to use
- Provide feedback about a vendor to Purchasing and not knowing if Purchasing is doing anything with the feedback, especially for state contracts
- Frustration from the department when interacting with the vendor and having Purchasing question their knowledge and experience with the vendor
- Frustration when the department is working with the vendor to resolve issues they are responsible for, and having Payables question why things were handled in a certain way

10.0 Post Execution Contract Management

- Has a folder on their desk, goes through to make sure everything is okay with a contract/vendor, very manual process
- Issues with vendor just adding lines into the invoice, so must use request receipt when using a specific vendor
- Reviews who uses a vendor in the past and will send an email to ask about any issues

Recommendations

- Have a central repository to review good vendors and bad vendors, comments entered by people who use the vendor at the University
- Be able to flag a vendor to be monitored
- Be able to put a hold on a paying the vendor if they are not performing well or meeting the contract agreement

Chapter 12: Opportunities for Improvements

The following opportunities for improvement were identified through team discussions by the SME's that focus groups and Director Council. Issues were categorized into five categories. Issues shown in **Bold** are connected to a Recommendation for Improvement in [Chapter 15: Recommendations for Improvements](#)

Communications – Issues related to providing information	
C1	Changes (to the contract) are not communicated or documented – the first time Purchasing is notified of a change is from the department requesting a change. Currently Purchasing is not receiving communication changes between the Vendor and Department.
C2	Purchasing is left out of performance tracking
C3	No Evaluation or feedback from departments and no consistent place to document feedback
C4	Vendors/suppliers performance history/reviews are not communicated by the department
C5	Vendors call when they have not received a payment within the terms of the contract
C6	Lack of communication about contract obligations – There are 2 issues, 1. We have obligations but usually the vendor and/or departments don't refer back to the obligations. 2. In addition, there is a lack of communication about contract details and obligations from the contract administrators to purchasing.
C7	No formal communication to the Vendor to begin work - This is the responsibility of the department or unit, however not all departments follow through on this nor is there training for the departments to provide formal communication to the vendor.
C8	Lack of a communications plan for the Office of Procurement Diversity to communicate to contract admins when prime contractors are not meeting BEP portion of contract. Ex. Prime vendors not paying sub (BEP) on contracts

Documentation – Issues related to lack of documentation	
D1	Lack of an electronic system to document performance on contracts; such as sharing information about popular vendors so departments can make better engagement decisions, like an internal YELP

10.0 Post Execution Contract Management

Policy/Procedures – Issues related to Procurement Policies and Procedures	
P1	Procurements are being made before a contract is initiated
P2	Vendors not meeting service levels (work performance),including the diversity goals
P3	Lack of policy and procedure around how to handle BEP diversity goals, when findings could impact the contract
P4	Going above allowed dollar threshold without SPO approval for a change order
P5	Lack of record retention for the legal number of years

Technology – Issues related to system’s lack of functionality to support the process	
T1	System lacks the ability to track contract progress and monitoring
T2	The performance check documents and expiring reports are coming from multiple sources and not in one location
T3	New employees not granted access to systems containing contracts

Training – Issues related to lack of understanding the process	
TR1	Some departments are not monitoring or aware of the contract process
TR2	Performing work not within scope due to departments not understanding the contract and/or the consequences
TR3	Copies, details and milestones of contracts are not transferred to new staff
TR4	Lack of verification that Monitoring Expenditures is being monitored

Chapter 13: Suggested Improvements

The following recommendations came from discussions with the process team members, and/or the director council, and/or University System focus groups. Not all improvements were selected by the process team. The selected improvements were present to the University focus groups for feedback, and are recommended from review by the Director Council. A Suggested Improvement displayed in **bold** is associated with a Recommendation for Improvement, and is further discussed in [Chapter 15: Recommendations for Improvements](#)

Items listed may apply to the system as well as to the process.

Number	Category	Suggested Improvement
1	Communication	Communicate to the departments how to use and access the record of repository of contracts (iCS)
2	Communication	Comments In-box
3	Communication	Common Formal letter of award to start work (used at all university systems) - This solution refers to the issue that departments are not following through on this task nor do they have training to do so.
4	Communications	Hold Prime contractors accountable by scheduling frequent review meetings to discuss performance
5	Communications	Create and submit a BEP report to contract admin on BEP compliance
6	Documentation	Create and Communicate list of Do's and Don'ts for Contract Admin and/or evaluation committee
7	Documentation	Spreadsheet or summary of the most recent vendor performance and reviews
8	Training	New admin staff contract training
9	Training	Training to use contract summaries/spreadsheet provided for quick glance of contract scope/offers for enterprise contracts
10	Training	Orientation activities which should include expectations of contract admins
11	Training	Overview of process should include guidebook with important relevant documents
12	Policy/Procedure	Make sure the OPD policy and procedures on the overall monitoring process is enforced
13	Policy/Procedure	Create a procurement dollar threshold list for new staff, especially for change orders
14	Technical/System	System repository for vendor reviews and comments
15	Technical/System	Have one source for performance reports
16	Technical/System	New staff on boarding checklist to ensure all access and info is granted

Chapter 14: Feedback from Customer Focus Groups – Future State

The Future State process was presented to each University's Customer Focus Group on May 18, 2017. A total of 4 people attended with 0 people in attendance from UIC, 0 people from UIS, and 4 people from UIUC.

Campus Focus Group Summary & Report

- All focus groups recommended the “vendor scorecard”
- Include scheduling and delivery free and comments area
- Likes the training – Training should include best practices or unique scenarios as examples and alerts
- For any training, make sure its offered in both web and hands on format

Chapter 15: Recommendations for Improvements

The recommendations have been identified for improvement. Five different categories were identified for the improvements, and each improvement received a level of implementation. The categories include Communication, Documentation, Training, Policy and Procedures, and Technology. There are two levels of implementation: "short-term" indicates improvements suggested for the current system and process prior to the development of an RFP, and "long-term" indicates improvement to the process with an RFP for a new system. The recommendations are in order to make the process better, help the users understand the process, and make sure the process works.

Number	Describe Potential Solutions	Category	Implementation Level	Related Issue(s)
1	<p>Comments In-box/Vendor Scorecard</p> <p>Develop an electronic scorecard that ranks vendor performance that includes price, invoices correct, delivers on schedule, sales and support etc. similar to a Yelp or Amazon reviews.</p> <p>This should be accessible to both Purchasing, Departments and Strategic to use as a reference and should be tied to a procurement system and show number of responses.</p> <p>This should be for all vendors in the system. If and when possible have the system automatically capture data like when deliveries arrived on time.</p> <p>This effort should include training and communication on how to use this functionality.</p>	Communications	Long Term	C1, C2, C3, C4, C8
2	<p>Spreadsheet or summary of the most recent vendor performance and reviews</p> <p>We are recommending a website/spreadsheet be created and used to capture vendor performance that includes price, invoices correct, delivers on schedule, sales and support etc. This effort will require who will be responsible for keeping this data up to date.</p> <p>This should be accessible to both Purchasing, Departments and Strategic to use as a reference and show number of responses.</p> <p>This should be for all vendors in the system.</p>	Documentation	Short Term	D1
3	<p>Post Execution Contract training/ Orientation activities which should include expectations of contract admins.</p>	Training/Policy	Short Term	TR1,TR2, TR3, P5

10.0 Post Execution Contract Management

Number	Describe Potential Solutions	Category	Implementation Level	Related Issue(s)
	<p>We recommend a post contract execution training be developed to be used for all contract admins and should be offered in an easily accessible format such as videos and/or webinars. This effort should analysis and make use of the existing training if appropriate.</p> <p>Training should include guidebooks with important relevant documents and a dollar threshold list “cheat sheet” that makes users aware they are close to or over the dollar threshold that is easily accessible.</p> <p>This effort should also define who is responsible for each stage of training and determine when training is needed for each employee.</p> <p>Note: Long term it would be nice to have the system warn or alert the user when they are close to or over the dollar threshold.</p> <p>Who should be involved: An experienced admin should be responsible for providing training content and training new admins on contracts. Members of purchasing, departments and BSS training should be involved in this effort.</p>			
4	<p>Make sure the OPD policy and procedures on the overall monitoring process is enforced</p> <p>Recommend compliance from all university systems to enforce OPD policies, goals and process.</p> <p>This will ensure our current state BEP reporting is accurate and compliant to the law.</p> <p>This effort needs to look into creating a penalty or repercussion if not enforced or when a vendor does not meet a goal.</p>	Policy and Procedure	Short & Long Term	P3
5	<p>Have one source for performance reports</p> <p>Recommend having one system that stores and produces all performance reports.</p>	Technology	Long Term	T2
6	<p>New contract admin staff have access to procurement system</p> <p>We recommend reviewing the existing access guidelines and grant access to the necessary systems and information for new staff.</p> <p>This effort must include the Unit Security Contact, Purchasing and AITS</p>	Technology	Short Term & Long Term	T3

Chapter 16: Solutions Prioritization Matrix

The recommendation for improvements were reviewed and the potential solutions were prioritized by the Director Council. The below matrix contains the potential solutions for short term implementation and each ranked score.

Solution Prioritization Matrix: Post Execution Contract Mgmt.								
	Describe Potential Solutions	Category	Ease of Implementation:	Permanence of the Solution:	Impact of the Solution:	Cost of the Solution:	Total Score (Average of The total product from each participant):	Ranking
			1 (very difficult) - 5 (very easy)	1 (temporary) - 5 (permanent)	1 (low) - 5 (high)	1 (high) - 5 (low)		
			Avg of attribute from each participant)	Avg of attribute from each participant)	Avg of attribute from each participant)	Avg of attribute from each participant)		
1	Comments In-box/Vendor Scorecard	Communications	2.9	3.4	3.3	2.8	86.5	4
2	Spreadsheet or summary of the most recent vendor performance and reviews	Documentation	3.2	2.5	3.1	3.1	96.3	3
3	Post Execution Contract training/ Orientation activities which should include expectations of contract admins.	Training/Policy	3.5	3.4	3.2	2.8	112	2
4	Make sure the OPD policy and procedures on the overall monitoring process is enforced	Policy	2	3.1	3.4	2.6	52.4	5
5	Have one source for performance reports	Technology	2	3.2	3.2	2.7	49.4	6
6	New contract admin staff have access to procurement system	Technology	3.3	3.5	3.3	3.9	176	1

Chapter 7: Future State SIPOC Diagram

Process Name	Date
10.0 Post Execution Contract Management	May 11, 2017

SUPPLIERS	INPUTS	PROCESS	OUTPUTS	CUSTOMERS
<u>Who</u> provides input to the process	<u>What</u> goes into the process	<u>How</u> the inputs are transformed to outputs	<u>What</u> comes out of the process	<u>Who</u> received the outputs of the process
Vendor University System Department Office of Procurement Diversity Purchasing Strategic Procurement Payables	Reports Information conversations for feedback Help desk tickets from iBuy University System Department feedback Contract & Supporting documentation Funding Limitations	Contract Execution Contract Monitoring Change Order Expiration of Contract Termination of Contract	Reports Executed change order Contract Terminations notice Updated utilizations plan Closed PO w/Encumbrance	Vendor University System Department Office of Procurement Diversity Purchasing

Chapter 18: Future State Requirements

This is a comprehensive list of functional requirements and technical requirements for the future state of the Post Execution Contract Management process. Excluded from this list are any requirements for functionality outside of the scope of this specific process, such as security, accessibility, etc., which will be handled in a different process.

The ability to:

- Centralized Electronic collection & viewing of contracts
- Electronic snapshot of performance
- Tracking system for vendor performance and fulfillment of a contract from all perspectives
- Ability to grade a vendor performance online
- Ability to post comments online on a vendor page
- Ability to generate reports on vendors performance
- Ability to track online delivers against a promised date
- Collaboration of annual reviews

Chapter 19: Subject Matter Expert Team

The following individuals participated on the Subject Matter Expert Team of the BPI Post Execution Contract Management project:

Name	University/Department	Title
Steve Branch	UIUC AITS	Enterprise Sys Coord
Andrew Gabel	UIUC Purchasing	Business/Admin V Associate
Michael Long	UIUC BSS	SR App Spec
Karen Lynn Mueller	UIUC Strategic Procurement	Business Admin V Associate
Ruth Rios	UIC Purchasing	Assistant Director
Tracy Sikorski	UIC Social Science Research	Director of Social Science Research
Marcy Wright	UIUC Strategic Procurement	Business/Admin V Associate
Vernell Hammons	UIC OPD	Office of Procurement Diversity

Chapter 20: University Focus Group Participants

The following list of individuals participated in a University Focus Group meeting either during the current state and/or the future state of the BPI Post Execution Contract Management project.

Name	University
Benner, Penny	UIUC
Eichorn, Shelly	UIUC
Frank, Jen	UIUC
McCallen, Mary	UIUC
Lile, Andrea	UIUC
Reynolds, Maile	UIUC
Sully, Myra	UIUC

Appendix A: Business Glossary

None