

Offering support for contracting in response to vacancies, extended leave, or capacity issues

DESCRIPTION OF THE SERVICE

UW-Shared Services will provide contracting services to the comprehensive institutions based on individual institutional needs. These needs may be due to staff vacancies, extended leaves of absence, or other capacity issues.

To deliver this service, UW-Shared Services will review, edit, and negotiate terms and conditions of contracts with vendors on behalf of the institution. UW-Shared Services will also consult with subject matter experts in the UW System Administration offices of procurement, risk management, and legal counsel as needed to interpret contract language and ensure compliance with policies and regulations.

UW-Shared Services will maintain a single repository for contracts across the UW System as a resource to all institutional partners and will offer support to all institutions in terms of understanding and interpreting contracting practices and procedures. Training for contracting practices will be provided as a part of the *Procurement Training* service.

SOURCE OF THE SERVICE

Institutional visits and feedback from: Chancellors, Provosts, Chief Business Officers, Procurement Directors, UW System Compliance/Audit, and UW-Shared Services Management

FORMS OF THE SERVICE

ACTIONS



- On-Demand** UW-Shared Services will respond to requests for contracting support from the institutions on a case-by-case basis.
- Ongoing** UW-Shared Services will not offer recurring support on contracting, as it will not be familiar with recurring needs unless requested by the institutions.
- Monitoring** There is not a need to monitor contracts on a transactional level after they have been processed.

STANDARDS



- Practices** UW-Shared Services will maintain and publish a set of common forms and procedures for the contracting processes it manages.
- Trainings** UW-Shared Services will offer training on contracting processes as a part of the *Procurement Training* service.
- Systems** UW-Shared Services will maintain enterprise systems to support contracting processes including ticketing and document storage systems.

SUPPORT



- Passive** UW-Shared Services will provide information and guidance to UW employees through the Resource Center on its website.
- Distance** UW employees will be able to ask for support and guidance by calling or contacting the UW-Shared Services procurement help desk.
- In-Person** UW-Shared Services only plans on providing contracting services remotely at this time.

ANALYSIS

BENEFITS	RISKS
<ul style="list-style-type: none"> • Provides additional capacity to procurement offices which may have vacancies or employees on leave • Relatively easy to scale across the UW System • Ensures standardization and consistency in the interpretation of contract terms • Reduces compliance & financial risk related to contracts 	<ul style="list-style-type: none"> • Will require enough demand from the institutions to sustain a long-term model for UW-Shared Services • Communication will be critical to transition services

PARTICIPATION MODEL

The *Contracting* service should be optional for any comprehensive institutions that need support in this area. Some institutions have been facing capacity issues that limit their ability to manage and execute contracts – either due to vacancies, extended leave, or increased demand from their constituencies.

UW-Shared Services can support those institutions but does not need to roll out this service to all institutions at the same time. Institutions should ideally engage UW-Shared Services to request this service before the start of the fiscal year, though more immediate and urgent requests could be managed as requested.

There could be benefits to the UW System of standardizing this service across all institutions in the future to reduce financial and compliance risks and achieve some economies of scale. However, given that some institutions still have capacity and expertise for contracting, this service should be optional. As more institutions opt into this service, UW-Shared Services could investigate whether to make this service mandatory.

RECOMMENDATION
<p>OPTIONAL PARTICIPATION For any of the eleven comprehensive institutions in the UW System that opt into this service</p>

FUNDING MODEL

The *Contracting* service should be funded by an assessment fee charged to the institutions that opt in. UW-Shared Services should determine the fee on an annual basis to cover the service costs for the entire fiscal year.

Since this service would be optional, it should be funded by the institutions that opt into the service. This service should not be base funded since it is not mandatory and there is not a strong case to incentivize participation.

Given the administrative effort required to manage chargebacks and the possible disincentive chargebacks create, this service should be funded by assessment fees over transaction-based chargebacks. Tracking the costs of managing each individual contract would be administratively burdensome for UW-Shared Services, and if institutions were charged for every contract certain groups or their institutions might not take advantage of the service or try to manage contracts through other means.

Funding this service through structured fees assessed to the institutions upfront should limit the administrative burden of managing the service and ensure the appropriate groups are charged for the service.

RECOMMENDATION	
<p>TRANSACTIONAL CHARGEBACKS</p>	<p>BASE FUNDING + CHARGEBACKS</p>
<p>CAMPUS ASSESSMENT This service should be entirely funded by campus assessment fees</p>	<p>BASE FUNDING</p>

Standardized procurement resources and training for the UW System

DESCRIPTION OF THE SERVICE

UW-Shared Services will develop and maintain a standardized training for applicable UW employees on the guidelines and rules for purchasing goods and services. These rules will be based on state statutes, UW System policies, and best practices in procurement. The training will involve published presentation materials and will be delivered online through UW-Shared Services' Learning Management System.

UW-Shared Services will work with the comprehensive institutions to identify any employees involved in purchasing. These employees will be required to take the training once per year. UW-Shared Services will track which employees complete the training and notify employees when they are required to take the training again.

UW-Shared Services will also offer support to employees on the procurement guidelines and rules highlighted in the training through the Resource Center on its website and through its Procurement Help Desk.

SOURCE OF THE SERVICE

Institutional visits and feedback from: Chancellors, Provosts, Chief Business Officers, Procurement Directors, and UW-Shared Services Management

FORMS OF THE SERVICE

ACTIONS



On-Demand

Ongoing

Monitoring

UW-Shared Services will not process or monitor any procurement transactions through this service, but will through other procurement services (e.g., contracting, RFPs).

STANDARDS



Practices

Trainings

Systems

UW-Shared Services will maintain and publish a set of common practices and procedures for procurement processes for the UW System.

UW-Shared Services will offer an online training on "Purchasing 101" for all applicable UW employees who have purchasing responsibilities.

UW-Shared Services will maintain enterprise systems to support this training and related support for UW employees.

SUPPORT



Passive

Distance

In-Person

UW-Shared Services will provide information and guidance to UW employees through the Resource Center on its website.

UW employees will be able to ask for support and guidance by calling or contacting the UW-Shared Services procurement help desk.

UW-Shared Services only plans on providing training remotely at this time but could provide trainings in person if needed.

ANALYSIS

BENEFITS	RISKS
<ul style="list-style-type: none"> • Decreases financial, regulatory, and legal risk through standardization and consistency • Reduces duplicative training efforts across institutions • Relatively easy and inexpensive to scale across the system • Eases the burden on institutional purchasing offices 	<ul style="list-style-type: none"> • May be difficult to identify all employees who need to take these training courses • May require significant initial effort to train existing employees during the roll out of this service

PARTICIPATION MODEL

The *Procurement Training* service should be mandatory for all comprehensive institutions given overwhelming feedback from institutional stakeholders regarding the need for consistent, standardized training and guidance on purchasing rules across the UW System.

Given the relatively high financial risk that the UW System faces related to inconsistent purchasing practices and non-compliance with procurement policies, there are significant benefits to making this training and related support mandatory. Given the relatively low upfront costs to implement this training, and the fact that it will be easily scalable to all of the comprehensive institutions, there are limited costs to implementation across all the comprehensive institutions within the UW System.

RECOMMENDATION
<p>MANDATORY PARTICIPATION For UW System comprehensive institutions and UW System Administration</p>

FUNDING MODEL

The *Procurement Training* service should be funded by UW-Shared Services base funding. Institutions should not be charged directly for this service.

Given the relatively low costs of delivering this service to additional employees and the administrative effort required to manage chargebacks, it would be inefficient to fund this service by charging the institutions based on the number of participants in the training services.

Also, given the relatively high financial risk posed by non-compliance with procurement policies and statutes, the UW System should remove any barriers or disincentives that might prevent institutions or their employees from taking the training courses. Charging the institutions for this service could create a distorted incentive whereby they do not take advantage of the training services because of the potential costs.

Allocating base funding for this service should establish the appropriate incentives across the institutions to fully utilize these training courses and should limit the administrative effort required to manage the funding and financial aspects of this service.

RECOMMENDATION	
<p>TRANSACTIONAL CHARGEBACKS</p>	<p>BASE FUNDING + CHARGEBACKS</p>
<p>CAMPUS ASSESSMENT</p>	<p>BASE FUNDING This service should be entirely funded by UW-Shared Services base funding</p>

Managing the Request for Bids processes in response to vacancies, extended leave, or capacity issues

DESCRIPTION OF THE SERVICE

UW-Shared Services will provide assistance to the comprehensive institutions in managing and developing Requests for Bids (RFBs) based on individual institutional needs. These needs may be due to staff vacancies, extended leaves of absence, or other capacity issues.

To deliver this service, UW-Shared Services will develop bids and contracts that are responsive to institutional needs, adhere to UW purchasing policies, and address current market conditions. UW-Shared Services will also consult with UW employees on effective strategies to develop specifications and technical requirements, oversee the vendor selection process, and respond to vendor questions throughout the process. UW-Shared Services will consult with subject matter experts in the UW System Administration offices of procurement, risk management, and legal counsel as needed to interpret contract language and ensure compliance with policies and regulations.

UW-Shared Services will offer support to all institutions in terms of understanding and interpreting RFB practices and procedures. Training for RFB practices will be provided as a part of the *Procurement Training* service.

SOURCE OF THE SERVICE

Institutional visits and feedback from: Chancellors, Provosts, Chief Business Officers, Procurement Directors, and UW-Shared Services Management

FORMS OF THE SERVICE

ACTIONS



- On-Demand** UW-Shared Services will respond to requests for assistance on RFBs from the institutions on a case-by-case basis.
- Ongoing** UW-Shared Services will not offer recurring support on RFBs, as it will not be familiar with recurring needs unless requested by the institutions.
- Monitoring** There is not a need to monitor RFBs on a transactional level after they have been completed.

STANDARDS



- Practices** UW-Shared Services will maintain and publish a set of common forms and procedures for the assistance it offers on RFBs.
- Trainings** UW-Shared Services will offer training on RFB processes as a part of the *Procurement Training* service.
- Systems** UW-Shared Services will maintain enterprise systems to support RFB assistance including ticketing, workflow and document storage systems.

SUPPORT



- Passive** UW-Shared Services will provide information and guidance to UW employees through the Resource Center on its website.
- Distance** Customers will be able to ask for support and guidance by calling or contacting the UW-Shared Services procurement help desk.
- In-Person** UW-Shared Services only plans on providing RFB assistance remotely at this time.

ANALYSIS

BENEFITS	RISKS
<ul style="list-style-type: none"> • Provides additional capacity to procurement offices which may have vacancies or employees on leave • Relatively easy to scale across the UW System • Ensures standardization and consistency in the RFB process • Reduces compliance and financial risk related to RFBs 	<ul style="list-style-type: none"> • Will require enough demand from the institutions to sustain a long-term model for UW-Shared Services • Communication will be critical to transition services

PARTICIPATION MODEL

The *Requests for Bids* service should be optional for any comprehensive institutions that need support in this area. Some institutions have been facing capacity issues that limit their ability to manage and execute RFBs – either due to vacancies, extended leave, or increased demand from their constituencies. UW-Shared Services can support those institutions but does not need to roll out this service to all institutions at the same time.

Institutions should ideally engage UW-Shared Services to request this service before the start of the fiscal year, though more immediate and urgent requests could be managed as requested.

There could be benefits to the UW System of standardizing this service across all institutions in the future to reduce financial and compliance risks and achieve some economies of scale. However, given that some institutions have capacity and expertise for RFBs, this service should be optional. As more institutions opt into this service, UW-Shared Services could investigate whether to make this service mandatory.

RECOMMENDATION
<p>OPTIONAL PARTICIPATION For any of the eleven comprehensive institutions in the UW System that opt into this service</p>

FUNDING MODEL

The *Requests for Bids* service should be funded by an assessment fee charged to the institutions that opt in. UW-Shared Services should determine the fee on an annual basis to cover the service costs for the entire fiscal year.

Since this service would be optional, it should be funded by the institutions that opt into the service. This service should not be base funded since it is not mandatory and there is not a strong case to incentivize participation.

Given the administrative effort required to manage chargebacks and the possible disincentive chargebacks create, this service should be funded by assessment fees over chargebacks. Tracking the costs of each individual RFB would be administratively burdensome for UW-Shared Services, and if institutions were charged for every individual RFB certain groups or their institutions might not take advantage of the service or try to manage RFBs through other means.

Funding this service through structured fees assessed to the institutions upfront should limit the administrative burden of managing the service and ensure the appropriate groups are charged for the service.

RECOMMENDATION	
<p>TRANSACTIONAL CHARGEBACKS</p>	<p>BASE FUNDING + CHARGEBACKS</p>
<p>CAMPUS ASSESSMENT This service should be entirely funded by campus assessment fees</p>	<p>BASE FUNDING</p>

SERVICE DEFINITION

Version 3.0 – March 11, 2019

BUSINESS SERVICES

Requests for Proposals

Managing the Request for Proposal processes in response to vacancies, extended leave, or capacity issues

DESCRIPTION OF THE SERVICE

UW-Shared Services will provide assistance to the comprehensive institutions in managing and developing Requests for Proposals (RFPs) based on individual institutional needs. These needs may be due to staff vacancies, extended leaves of absence, or other capacity issues.

To deliver this service, UW-Shared Services will develop proposals and contracts that are responsive to institutional needs, adhere to UW purchasing policies, and address current market conditions. UW-Shared Services will also consult with customers on effective strategies to develop specifications, technical requirements, and evaluation criteria; oversee the vendor selection and evaluation process; and respond to vendor questions throughout the process. UW-Shared Services will consult with subject matter experts in the UW System Administration offices of procurement, risk management, and legal counsel as needed to interpret contract language and ensure compliance with policies.

UW-Shared Services will offer support to all institutions in terms of understanding and interpreting RFP practices and procedures. Training for RFP practices will be provided as a part of the *Procurement Training* service.

SOURCE OF THE SERVICE

Institutional visits and feedback from: Chancellors, Provosts, Chief Business Officers, Procurement Directors, and UW-Shared Services Management

FORMS OF THE SERVICE

ACTIONS



- On-Demand** UW-Shared Services will respond to requests for assistance on RFPs from the institutions on a case-by-case basis.
- Ongoing** UW-Shared Services will not offer recurring support on RFPs, as it will not be familiar with recurring needs unless requested by the institutions.
- Monitoring** There is not a need to monitor RFPs on a transactional level after they have been completed.

STANDARDS



- Practices** UW-Shared Services will maintain and publish a set of common forms and procedures for the assistance it offers on RFPs.
- Trainings** UW-Shared Services will offer training on RFP processes as a part of the *Procurement Training* service.
- Systems** UW-Shared Services will maintain enterprise systems to support RFP assistance including ticketing, workflow and document storage systems.

SUPPORT



- Passive** UW-Shared Services will provide information and guidance to customers through the Resource Center on its website.
- Distance** Customers will be able to ask for support and guidance by calling or contacting the UW-Shared Services procurement help desk.
- In-Person** UW-Shared Services only plans on providing RFP assistance remotely at this time.

ANALYSIS

BENEFITS	RISKS
<ul style="list-style-type: none"> • Provides additional capacity to procurement offices which may have vacancies or employees on leave • Relatively easy to scale across the UW System • Ensures standardization and consistency in the RFP process • Reduces compliance & financial risk related to RFPs 	<ul style="list-style-type: none"> • Will require enough demand from the institutions to sustain a long-term model for UW-Shared Services • Communication will be critical to transition services

PARTICIPATION MODEL

The *Requests for Proposals* service should be optional for any comprehensive institutions that need support in this area. Some institutions have been facing capacity issues that limit their ability to manage and execute RFPs – either due to vacancies, extended leave, or increased demand. UW-Shared Services can support those institutions but does not necessarily need to roll out this service to all institutions at the same time.

RECOMMENDATION
<p>OPTIONAL PARTICIPATION For any of the eleven comprehensive institutions in the UW System that opt into this service</p>

Institutions should ideally engage UW-Shared Services to request this service before the start of the fiscal year, though more immediate and urgent requests could be managed as requested.

There could be some benefits to the UW System of standardizing this service across all institutions in the future to reduce financial and compliance risks and achieve some economies of scale. However, given that some institutions still have capacity and expertise for RFPs, this service should be optional. As more institutions opt into this service, UW-Shared Services could investigate whether to make this service mandatory.

FUNDING MODEL

The *Request for Proposals* service should be funded by an assessment fee charged to the institutions that opt in. UW-Shared Services should determine the fee on an annual basis to cover the service costs for the entire fiscal year.

Since this service would be optional, it should be funded by the institutions that opt into the service. This service should not be base funded since it is not mandatory and there is not a strong case to incentivize participation.

Given the administrative effort required to manage chargebacks and the possible disincentive chargebacks create, this service should be funded by assessment fees over transaction-based chargebacks. Tracking the costs of managing each individual RFP would be administratively burdensome for UW-Shared Services, and if institutions were charged for every individual RFP certain groups or their institutions might not take advantage of the service or try to manage RFPs through other means.

Funding this service through structured fees assessed to the institutions upfront should limit the administrative burden of managing the service and ensure the appropriate groups are charged for the service.

RECOMMENDATION	
<p>TRANSACTIONAL CHARGEBACKS</p>	<p>BASE FUNDING + CHARGEBACKS</p>
<p>CAMPUS ASSESSMENT This service should be entirely funded by campus assessment fees</p>	<p>BASE FUNDING</p>

SERVICE DEFINITION

Version 3.0 – March 11, 2019

BUSINESS SERVICES

Requests for Purchasing Authority

Managing the Requests for Purchasing Authority processes in response to vacancies, extended leave, or capacity issues

DESCRIPTION OF THE SERVICE

UW-Shared Services will provide assistance to the comprehensive institutions in managing and developing Requests for Purchasing Authority (RPAs) based on individual institutional needs. These needs may be due to staff vacancies, extended leaves of absence, or other capacity issues.

To deliver this service, UW-Shared Services will draft the necessary documentation and obtain the appropriate signatures for RPAs per UW System policy and state regulation. RPAs will typically be required for more complex procurements such as vehicles or sole source waivers. UW-Shared Services will consult with subject matter experts in the UW System Administration offices of procurement, risk management, and legal counsel as needed to interpret contract language and ensure compliance with policies and regulations.

UW-Shared Services will offer support to all institutions in terms of understanding and interpreting RPA practices and procedures. Training for RPA practices will be provided as a part of the *Procurement Training* service.

SOURCE OF THE SERVICE

Institutional visits and feedback from: Chancellors, Provosts, Chief Business Officers, Procurement Directors, and UW-Shared Services Management

FORMS OF THE SERVICE

ACTIONS



- On-Demand** UW-Shared Services will respond to requests for assistance on RPAs from the institutions on a case-by-case basis.
- Ongoing** UW-Shared Services will not offer recurring support on RPAs, as it will not be familiar with recurring needs unless requested by the institutions.
- Monitoring** There is not a need to monitor RPAs on a transactional level after they have been completed.

STANDARDS



- Practices** UW-Shared Services will maintain and publish a set of common forms and procedures for the assistance it offers on RPAs.
- Trainings** UW-Shared Services will offer training on RPA processes as a part of the *Procurement Training* service.
- Systems** UW-Shared Services will maintain enterprise systems to support RPA assistance including ticketing, workflow and document storage systems.

SUPPORT



- Passive** UW-Shared Services will provide information and guidance to customers through the Resource Center on its website.
- Distance** Customers will be able to ask for support and guidance by calling or contacting the UW-Shared Services procurement help desk.
- In-Person** UW-Shared Services only plans on providing RPA assistance remotely at this time.

ANALYSIS

BENEFITS	RISKS
<ul style="list-style-type: none"> • Provides additional capacity to procurement offices which may have vacancies or employees on leave • Relatively easy to scale across the UW System • Ensures standardization and consistency in the RPA process • Reduces compliance & financial risk related to RPAs 	<ul style="list-style-type: none"> • Will require enough demand from the institutions to sustain a long-term model for UW-Shared Services • Communication will be critical to transition services

PARTICIPATION MODEL

The *Requests for Purchasing Authority* service should be optional for any comprehensive institutions that need support in this area. Some institutions have been facing capacity issues that limit their ability to manage and execute RPAs – either due to vacancies, extended leave, or increased demand. UW-Shared Services can support those institutions but does not necessarily need to roll out this service to all institutions at the same time.

RECOMMENDATION
<p>OPTIONAL PARTICIPATION For any of the eleven comprehensive institutions in the UW System that opt into this service</p>

Institutions should ideally engage UW-Shared Services to request this service before the start of the fiscal year, though more immediate and urgent requests could be managed as requested.

There could be some benefits to the UW System of standardizing this service across all institutions in the future to reduce financial and compliance risks and achieve some economies of scale. However, given that some institutions still have capacity and expertise for RPAs, this service should be optional. As more institutions opt into this service, UW-Shared Services could investigate whether to make this service mandatory.

FUNDING MODEL

The *Requests for Purchasing Authority* service should be funded by an assessment fee charged to the institutions that opt in. UW-Shared Services should determine the fee on an annual basis to cover the costs for the entire fiscal year.

Since this service would be optional, it should be funded by the institutions that opt into the service. This service should not be base funded since it is not systemwide.

Given the administrative effort required to manage chargebacks and the possible disincentive chargebacks create, this service should be funded by assessment fees over transaction-based chargebacks. Tracking the costs of managing each individual RPA would be administratively burdensome for UW-Shared Services, and if institutions were charged for every individual RPA certain groups or their institutions might not take advantage of the service or try to manage RPAs through other means.

Funding this service through structured fees assessed to the institutions upfront should limit the administrative burden of managing the service and ensure the appropriate groups are charged for the service.

RECOMMENDATION	
<p>TRANSACTIONAL CHARGEBACKS</p>	<p>BASE FUNDING + CHARGEBACKS</p>
<p>CAMPUS ASSESSMENT This service should be entirely funded by campus assessment fees</p>	<p>BASE FUNDING</p>