

# Welcome to the GPL's Procurement Excellence Network!

Informational Webinar

November 21, 2022



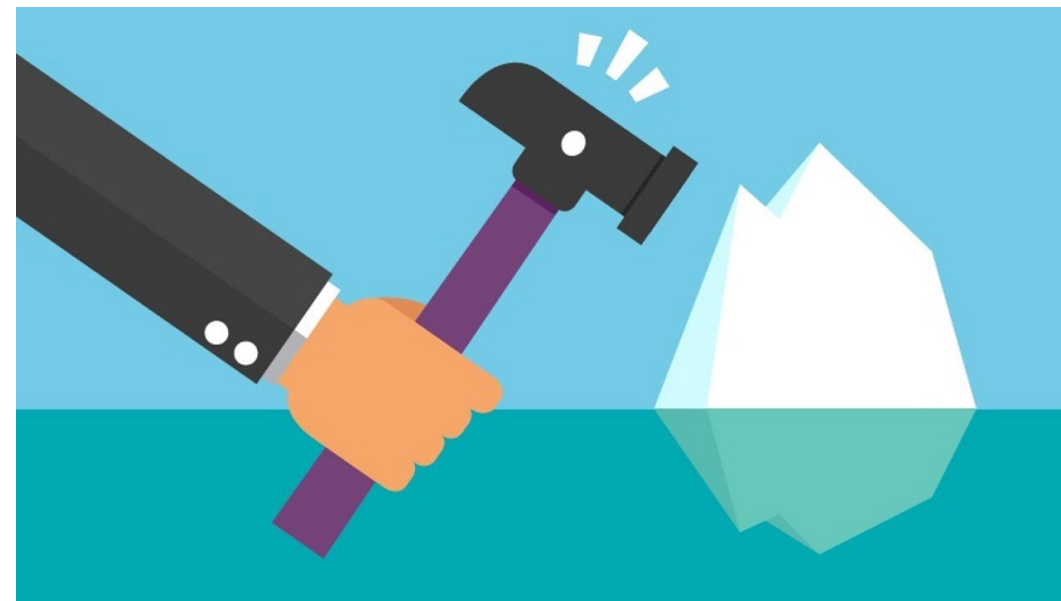
**HARVARD** Kennedy School  
Government Performance Lab

# Icebreaker



## *In the chat:*

Share your name, what government you represent, and a major procurement-related challenge you face.



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# Agenda

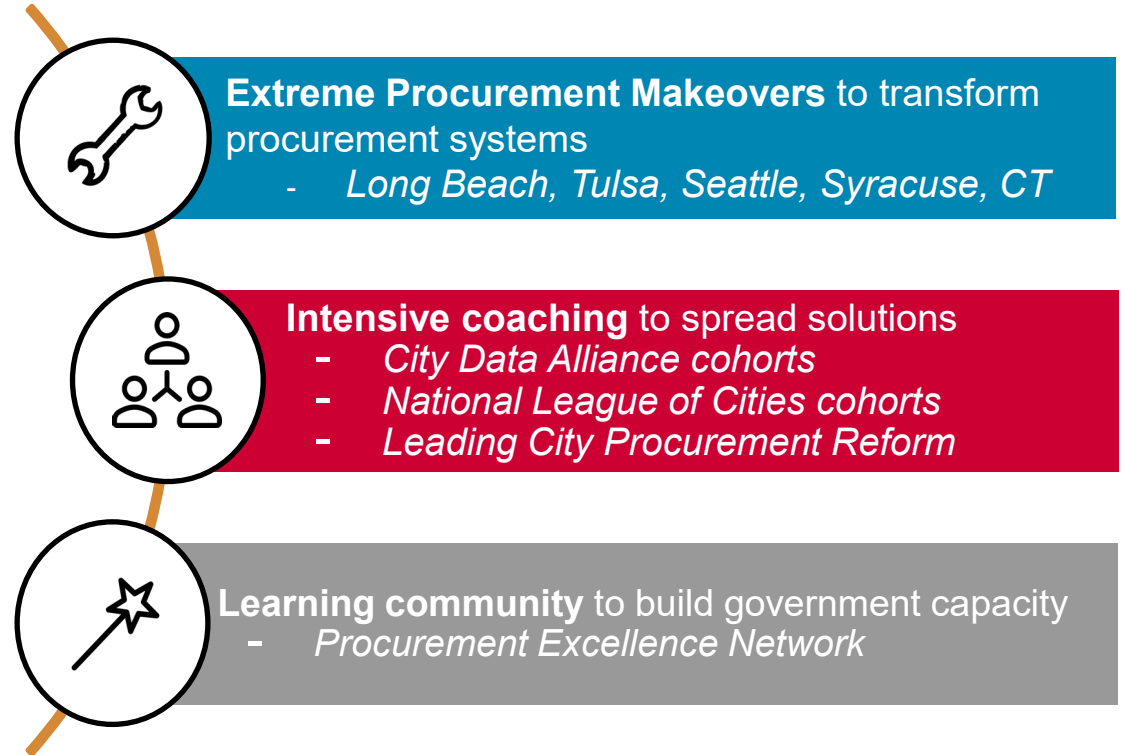
- **[5 min] What is the Government Performance Lab (GPL)?**
  - **[5 min] About the Procurement Excellence Network (PEN)**
  - **[15 min] PEN Demonstration**
  - **[15 min] Q & A**
-

# What is the Government Performance Lab?

# In the last decade, the Government Performance Lab (GPL) has led over 200 projects across 35 states



**HARVARD Kennedy School**  
Government Performance Lab



# We believe procurement excellence equals four components



**HARVARD**Kennedy School  
Government Performance Lab



## Efficient & Fair

*Transforms the procurement process to be efficient, inviting, and transparent*

### Excellence looks like:

- Procurement runs quickly, smoothly, and cost-effectively
- Solicitations are accessible and inviting



## Results-Driven

*Improves the outcomes of contracted programs, products, and services*

### Excellence looks like:

- Services are high quality and meet residents' needs
- Vendors propose innovative solutions



## Equitable

*Invests in equity to improve economic mobility and achieve better outcomes for historically marginalized populations*

### Excellence looks like:

- Small and MWBE-owned businesses get their fair share of contracts
- Services are delivered equitably



## Strategic

*Elevates and resources procurement as a strategic function*

### Excellence looks like:

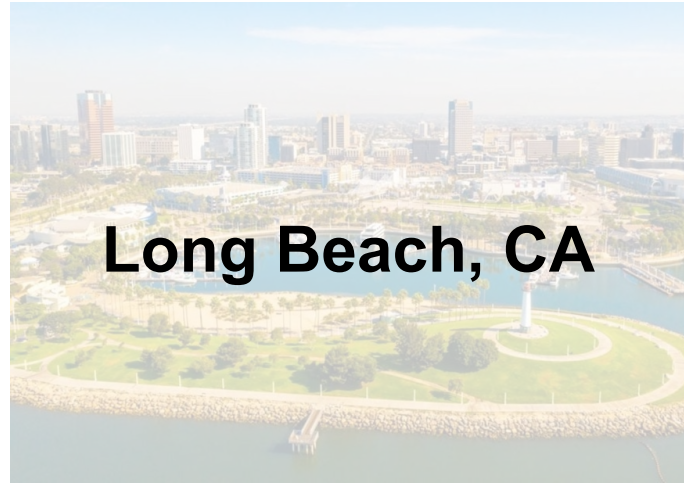
- Staff are well-trained and supported
- The gov't anticipates and plans for procurement needs well in advance



# Example Projects



Transforms the procurement process to be efficient, inviting, and transparent



**Long Beach, CA**



**Boulder, CO**



Improves the outcomes of contracted programs, products, and services



Invests in equity to improve economic mobility and achieve better outcomes for marginalized populations



**Phoenix, AZ**



**Glendale, AZ**



Elevates and resources procurement as a strategic function

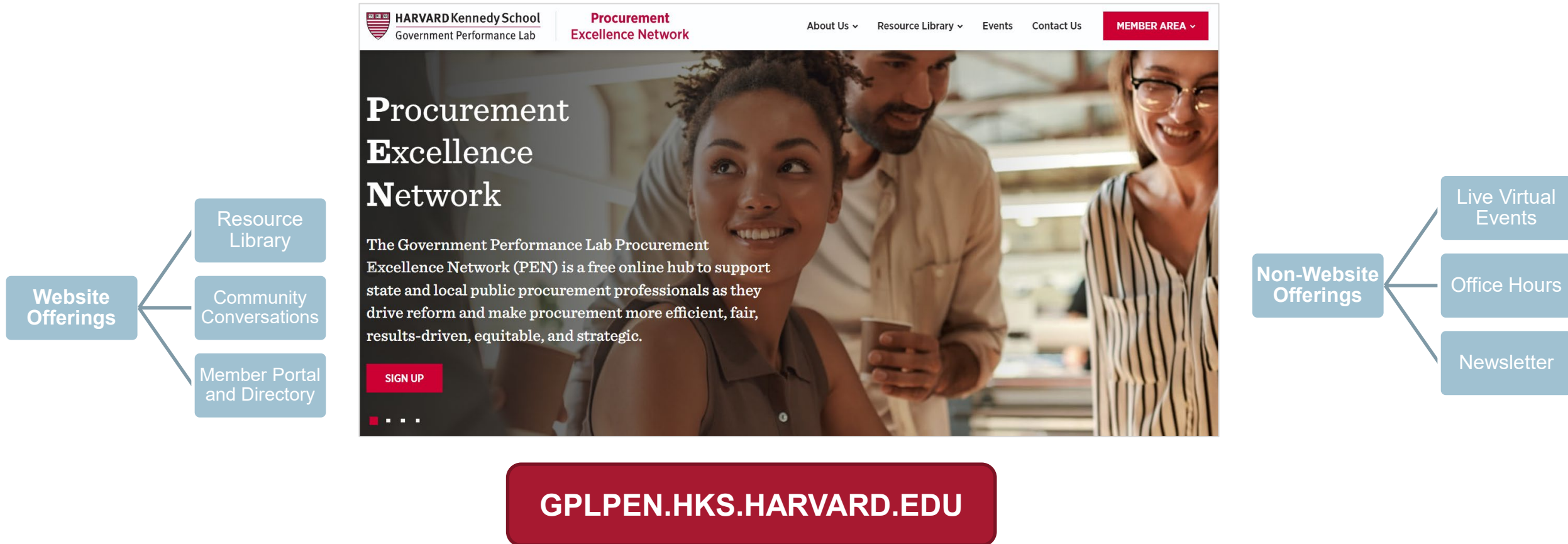
# About the Procurement Excellence Network



# Why the Procurement Excellence Network?

- **Many eager procurement reformers need support and want access to tools, resources, and peer support to launch their own transformation.**
  - However, despite starting our work in government with a passion to improve the lives of our residents, all too often we get bogged down in the day-to-day frustrations of making effective change.
- At the GPL, we have learned so much from our projects to reform procurement, but we've haven't always devoted time to sharing those findings. We wanted to find **new ways to scale and spread** our strategies.
- This community is a space you can come to **rekindle your passion** and inspire yourself, your colleagues, and even your suppliers to achieve the impact you know is possible.


# What is the Procurement Excellence Network?



The Procurement Excellence Network is a community for procurement professionals who know procurement is a tool for effecting lasting change, a place where innovators and change-makers in state and local government can come together to share best practices, find resources, and refine their craft.

# Resource Library Topics


## PROCESS EFFICIENCY

 EFFICIENT & FAIR

Speeding up, simplifying, and standardizing the steps in the procurement process

[VIEW RESOURCES](#)


## DATA & TRANSPARENCY

 EFFICIENT & FAIR

Using data to increase transparency, identify cost savings, and improve procurement operations

[VIEW RESOURCES](#)


## SOLICITATION PLANNING, WRITING, & EVALUATION

 RESULTS-DRIVEN

Conducting market research, drafting outcomes-focused solicitations and evaluation criteria

[VIEW RESOURCES](#)


## CONTRACT MANAGEMENT & VENDOR PERFORMANCE

 RESULTS-DRIVEN

Improving outcomes for residents by better managing contracts and evaluating vendor performance

[VIEW RESOURCES](#)


## VENDOR DIVERSITY & OUTREACH

 EQUITABLE

Correcting disparities to increase vendor diversity by understanding barriers and setting equity goals

[VIEW RESOURCES](#)


## DELIVERING CONTRACTED SERVICES EQUITABLY

 EQUITABLE

Understanding if and why contracted services are not being provided equitably to different populations

[VIEW RESOURCES](#)


## COLLABORATING WITH INTERNAL STAKEHOLDERS

 STRATEGIC

Elevating procurement's strategic value through staff collaboration and leadership buy-in

[VIEW RESOURCES](#)

## TRAINING & CAPACITY-BUILDING

 STRATEGIC

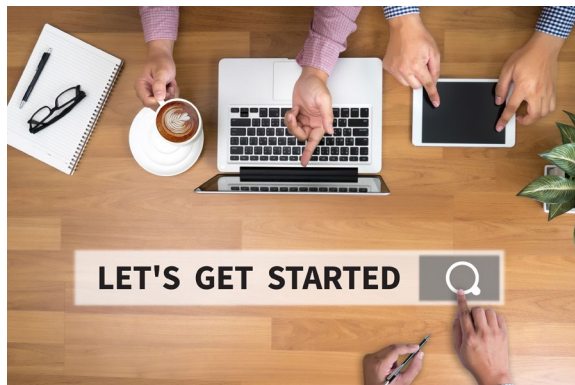
Building procurement knowledge, capacity, and skills by leveraging staff and vendor training

[VIEW RESOURCES](#)

# Example Resources

## Solicitation Getting Started Toolkit

- This toolkit includes three tools you can use to shift towards more proactive engagement with other departments:
  - A procurement intake form
  - A kickoff meeting slide deck
  - An RFP getting started worksheet



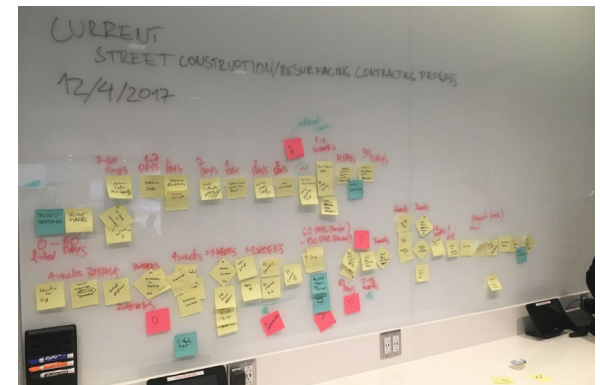
## Assessing & Tracking Vendor Performance

- Setting up a vendor performance evaluation system can enable governments to track important performance data over time.
- This how-to guide will help you get started in setting up a vendor performance evaluation system in your government.



## Process Mapping 101

- This slide deck is a resource you can review at your own pace that covers the mechanics of process mapping and how it can be an asset to your procurement transformation efforts.
- The appendix includes sample slides and notes you can use for your own process mapping sessions.





# Upcoming Events

Wednesday,  
November 30

2:00pm –  
3:00pm ET



## **Training: Conducting Market Research**



## **Roundtable: Vendor Performance Evaluation**

Tuesday,  
December 6

1:00pm –  
2:00pm ET

Wednesday,  
December 14

2:00pm –  
3:00pm ET



## **Training: Goals, Metrics, and Key Performance Indicators**



## **Roundtable: Procurement Forecasting & Making a Buying Plan**

Thursday,  
January 12

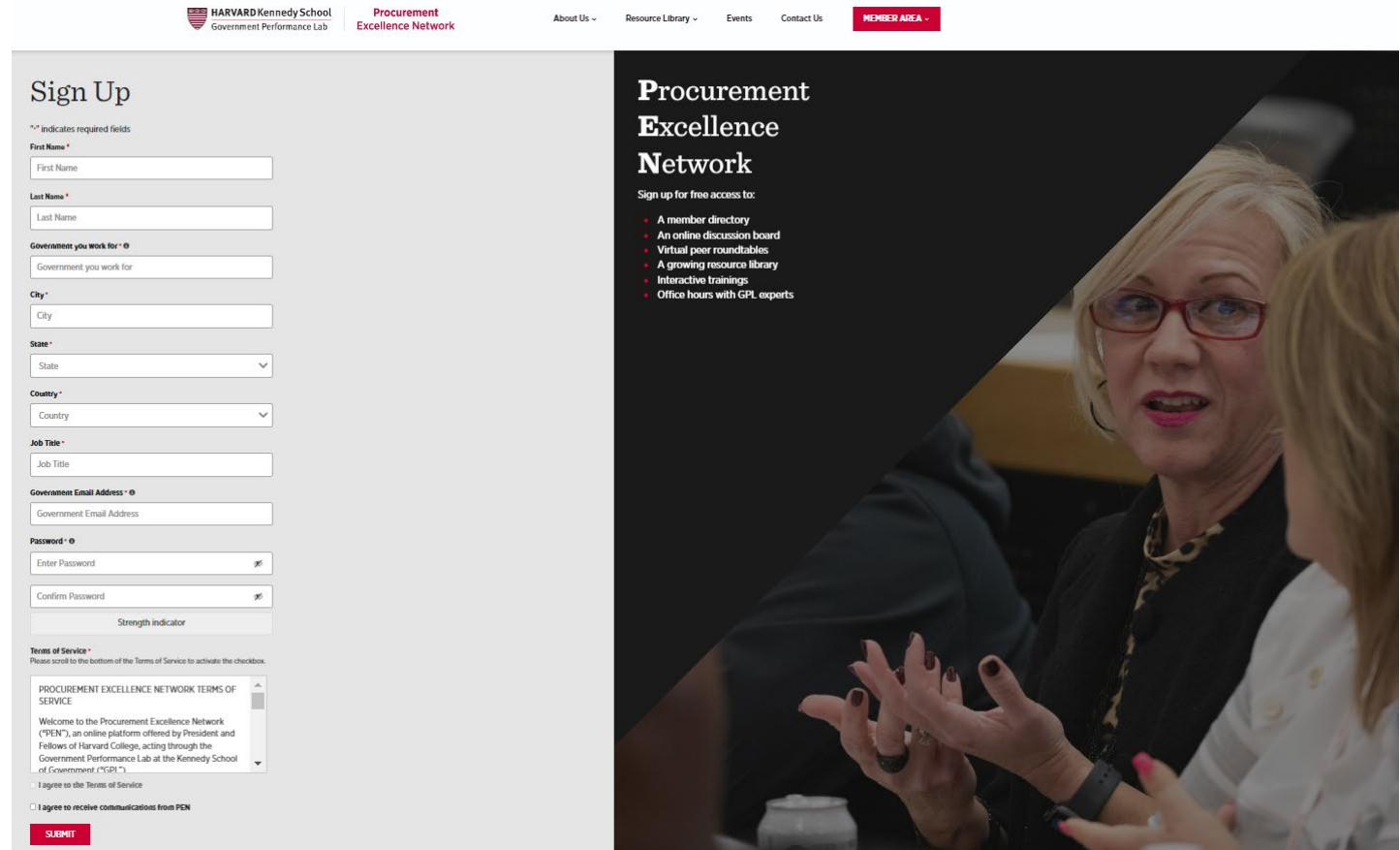
1:00pm –  
2:00pm ET

# Who is eligible to join PEN?

- PEN is open to professionals who work in **local, regional, or state** government in the **U.S., Canada, and Latin America**.
- PEN is designed for **government/civil service professionals** and **elected local and state leaders** in both **junior and senior roles**.
- There is **no limit** to the number of individuals who can join from a given jurisdiction. Feel free to invite your whole team!
- The target audience for PEN is **individuals whose work touches procurement**.
- Those working at the federal level or at corporations, nonprofits or think-tanks are **not currently eligible to join PEN**.

# How do I sign up to join PEN?

- Signing up only takes a few minutes.
- First, you'll fill out a short form to create your account. Be sure to use your government email address.
- Once the PEN team has verified that you work in government, you'll receive an email prompting you to complete your profile.
- **Head to our [Sign-Up page](#) to get started!**



**Sign Up**

\*\* Indicates required fields

**First Name \***  
First Name

**Last Name \***  
Last Name

**Government you work for \***  
Government you work for

**City \***  
City

**State \***  
State

**Country \***  
Country

**Job Title \***  
Job Title

**Government Email Address \***  
Government Email Address

**Password \***  
Enter Password

Confirm Password

Strength indicator

**Terms of Service \***  
Please scroll to the bottom of the Terms of Service to activate the checkbox.

**PROCUREMENT EXCELLENCE NETWORK TERMS OF SERVICE**

Welcome to the Procurement Excellence Network ("PEN"), an online platform offered by President and Fellows of Harvard College, acting through the Government Performance Lab at the Kennedy School of Government ("GPL").

☐ I agree to the Terms of Service

☐ I agree to receive communications from PEN

**SUBMIT**

**Procurement Excellence Network**

Sign up for free access to:

- A member directory
- An online discussion board
- Virtual peer roundtables
- A growing resource library
- Interactive trainings
- Office hours with GPL experts



# Procurement Excellence Network Demonstration

# Q & A

## Q & A

Feel free to come off mute to ask questions or to type them in the chat!

# Appendix

# Homepage

- Our homepage explains who we are and what we do at PEN.
- It also shows a rotating cast of PEN members, events & opportunities, and featured resources.
- Use the menus at the top of the page to navigate through the site, or simply click on anything that interests you on this page to learn more!

The screenshot displays the homepage of the Procurement Excellence Network (PEN). At the top, the Harvard Kennedy School Government Performance Lab logo is on the left, and the PEN logo is in the center. Navigation links for 'About Us', 'Resource Library', 'Events', and 'Contact Us' are on the right, along with a 'MEMBER AREA' button. The main section is titled 'Pillars of Procurement Excellence' and describes the framework as a set of strategies to help governments use procurement and contracting to achieve better outcomes for residents. Below this, four pillars are listed: 'Efficient & Fair' (Transforms the procurement process to be efficient, inviting, and transparent), 'Results-Driven' (Improves the outcomes of contracted programs, products, and services), 'Equitable' (Invests in equity to improve economic mobility and achieve better outcomes for historically marginalized populations), and 'Strategic' (Elevates and resources procurement as a strategic function). A featured quote from Amber Paxton, Director of the Office of Financial Empowerment in Lansing, MI, is shown below the pillars. The bottom section, 'Events & Opportunities', lists three upcoming events: 'PEN Informational Webinar #1' (November 21, 2022, 1:00 pm - 2:00 pm EST), 'Training: Conducting Market Research' (November 30, 2022, 2:00 pm - 3:00 pm EST), and 'PEN Informational Webinar #2' (December 05, 2022, 11:00 am - 12:00 pm EST).

**HARVARD Kennedy School**  
Government Performance Lab

**Procurement Excellence Network**

About Us ▾ Resource Library ▾ Events Contact Us **MEMBER AREA ▾**

### Pillars of Procurement Excellence

The Government Performance Lab's Procurement Excellence Framework is a set of strategies designed to help governments use procurement and contracting to achieve better outcomes for residents.

Efficient & Fair	Results-Driven	Equitable	Strategic
Transforms the procurement process to be efficient, inviting, and transparent	Improves the outcomes of contracted programs, products, and services	Invests in equity to improve economic mobility and achieve better outcomes for historically marginalized populations	Elevates and resources procurement as a strategic function

**Events & Opportunities**

**PEN Informational Webinar #1**  
The Procurement Excellence Network (PEN) is a community for procurement professionals who know procurement is a tool for effecting lasting change, a place where innovators and change-makers in state and [...] November 21, 2022 | 1:00 pm - 2:00 pm EST

**Training: Conducting Market Research**  
It's frustrating to write a solicitation when you feel like you're in the dark on the subject matter, but government employees sometimes fear that collaborating with prospective vendors or outside [...] November 30, 2022 | 2:00 pm - 3:00 pm EST

**PEN Informational Webinar #2**  
The Procurement Excellence Network (PEN) is a community for procurement professionals who know procurement is a tool for effecting lasting change, a place where innovators and change-makers in state and [...] December 05, 2022 | 11:00 am - 12:00 pm EST

**Amber Paxton**  
Director, Office of Financial Empowerment  
Lansing, MI

"In my department, we partner with contracted local organizations to run programs that advance economic mobility for the Lansing community. We've increasingly worked to write RFPs that aren't so prescriptive, which has enabled the vendor community to offer more innovative solutions. It's a win for us, our vendors, and the residents of Lansing."

# Resource Library

- Our resource library has free, downloadable resources for anyone interested in procurement (not just PEN members).
- Resources are available in a variety of formats, from bite-size quick reads to in-depth how-to guides to plug-and-play templates.
- There are 8 different topic areas for you to discover.

## Featured Resources



**TRAINING : PROCESS MAPPING 101: HOW TO MAP YOUR PROCUREMENT PROCESS TO REDUCE CYCLE TIMES**

[VIEW RESOURCE](#)



**QUICK READ : SOLICITATION GETTING STARTED TOOLKIT: OVERVIEW**

[VIEW RESOURCE](#)



**HOW-TO GUIDE : SURVEYING YOUR VENDOR COMMUNITY TO ASSESS SATISFACTION AND IDENTIFY PAIN POINTS**

[VIEW RESOURCE](#)



**HOW-TO GUIDE : USING GOVERNMENT PROCUREMENT TO ADVANCE RACIAL EQUITY**

[VIEW RESOURCE](#)

## Topics

### PROCESS EFFICIENCY

**EFFICIENT & FAIR**

Speeding up, simplifying and standardizing the steps in the procurement process

[VIEW RESOURCES](#)

### DATA AND TRANSPARENCY

**EFFICIENT & FAIR**

Using data to increase transparency, identify cost savings, and improve procurement operations

[VIEW RESOURCES](#)

### SOLICITATION PLANNING, WRITING, & EVALUATION

**RESULTS-DRIVEN**

Conducting market research, drafting outcomes-focused solicitations and evaluation criteria

[VIEW RESOURCES](#)

### CONTRACT MANAGEMENT & VENDOR PERFORMANCE

**RESULTS-DRIVEN**

Improving outcomes for residents by better managing contracts and evaluating vendor performance


[VIEW RESOURCES](#)

# Events

- PEN members can attend our live virtual events, including GPL-led trainings and peer roundtables.
- If you missed or can't attend an event, you can download the event materials and watch the recordings here.

## Events And Opportunities


### Upcoming



**PEN Informational Webinar #1**  
INFO SESSION  
November 21, 2022 | 1:00 pm - 2:00 pm EST

The Procurement Excellence Network (PEN) is a community for procurement professionals who know procurement is a tool for effecting lasting change, a place where innovators and change-makers in state and local government can come together to share best practices, find resources, and refine their craft. If you believe procurement can be a powerful tool for [...]


[LEARN MORE >](#)



**Training: Conducting Market Research**  
TRAINING  
November 30, 2022 | 2:00 pm - 3:00 pm EST


It's frustrating to write a solicitation when you feel like you're in the dark on the subject matter, but government employees sometimes fear that collaborating with prospective vendors or outside stakeholders crosses over a legal line and creates an unfair advantage. However, communicating with vendors in a fair and open way before a formal solicitation [...]

[LEARN MORE >](#)



**PEN Informational Webinar #2**  
INFO SESSION  
December 05, 2022 | 11:00 am - 12:00 pm EST

The Procurement Excellence Network (PEN) is a community for procurement professionals who know procurement is a tool for effecting lasting change, a place where innovators and change-makers in state and local government can come together to share best practices, find resources, and refine their craft. If you believe procurement can be a powerful tool for [...]



**Roundtable: Vendor Performance Evaluation**  
PEER ROUNDTABLE  
December 06, 2022 | 1:00 pm - 2:00 pm EST


Many governments do not have mechanisms in place to formally track the performance of their vendors. Without an understanding of how vendors are doing, governments are limited in their ability to improve performance or to make well-informed decisions about hiring a vendor in the future or renewing a contract. In this roundtable jointly facilitated by [...]



# Member Area

- This is the heart of our member-exclusive content: the Member Area.
- Member Dashboard is your personal landing page to check out the newest resources and conversations, submit your answer to our featured poll, access our Member Directory and Conversations board, and update your account settings.
- The first 200 members to complete their onboarding checklist will receive free PEN swag in the mail!

## Member Dashboard



You're **50%** of the way to completing your onboarding! The first 200 people who complete 4 of 6 of the onboarding tasks below will receive great swag from us at PEN! (?)

50%

Member Directory >

Conversations >

Refer a Friend >

Update Profile/Password >

Your Participation >

### Welcome back, Hope Patterson


Complete your registration

STEP 2

Please remember to register for our upcoming Training: Conducting Market Research on Nov 30 at 2:00pm ET.

LEARN MORE

#### Featured Resource



##### Using Data to Improve Procurement Operations and Outcomes

In this how-to guide, you'll learn how to start using data to track the effectiveness of procurement operations and how to discuss these metrics regularly within your purchasing team and how to use them as a tool to elevate challenges and opportunities to your leadership.

#### Featured Poll

Which PEN resources do you think will be most helpful in your work?

☐ Resources, templates, tools

☐ Office hours with GPL

☐ Trainings and roundtable events

☐ Networking with other members

☐ Community message board

SUBMIT

# Member Directory

- The Member Directory is our LinkedIn-style encyclopedia of all PEN members.
- You can search for members by name, jurisdiction, or area of expertise.
- To find out more about a particular member and get their contact information, simply click on their name.
- We encourage members to reach out to one another if they have questions or want to discuss similar procurement challenges!

The screenshot displays the 'Procurement Excellence Network' member directory. At the top, the Harvard Kennedy School Government Performance Lab logo is on the left, and navigation links for 'About Us', 'Resource Library', 'Events', 'Contact Us', and 'MEMBER AREA' are on the right. Below the header is a search bar with three sections: 'Search Members By Name' with a magnifying glass icon, 'Search By Jurisdiction' with a magnifying glass icon, and 'Filter By Expertise' with a dropdown arrow. The main content area features four member profiles, each with a headshot, name, title, location, and a list of expertise areas in blue pill-shaped buttons.


Member Name	Title	Location	Expertise Areas
TJ Martin	Assistant Finance Director and Chief Procurement Officer City of Phoenix	Phoenix, Arizona	Process Efficiency Contract Management and Vendor Performance Staff Training and Capacity-Building
Michael Owh	Chief Deputy Director County of Los Angeles	Los Angeles, California	Process Efficiency Data and Transparency Procurement Codes Ordinances and Policies Array
Annie Perez	Director of Procurement/Chief Procurement Officer City of Miami	Miami, Florida	Process Efficiency Procurement Codes Ordinances and Policies Contract negotiations
James Wagner	Director, Working in Neighborhoods City of Tulsa	Tulsa, Oklahoma	Grants (including ARPA CDBG HUD) Data and Transparency Collaborating with Internal Stakeholders


# Community Conversations

- Community Conversations is our online discussion board for asking procurement questions, sharing best practices, and connecting with other PEN members.
- You must agree to follow our Community Values when posting to this discussion board.
- We encourage members to ask for advice or tips while conducting market research, drafting a solicitation, or managing a contract!


### Questions & Answers


[ASK QUESTION](#)




**Solicitation Inspiration**   
[Hope Patterson](#)  
Government Performance Lab  
2 views · Hope Patterson Asked question 34 mins ago

0 Votes 0 Ans




**Job Postings**   
[Hope Patterson](#)  
Government Performance Lab  
2 views · Hope Patterson Asked question 35 mins ago

0 Votes 0 Ans




**Cost control In the face of Inflation**  
[Hope Patterson](#)  
Government Performance Lab  
2 views · Hope Patterson Asked question 23 mins ago

0 Votes 0 Ans




**Tips for starting off the relationship with a vendor productively?**  
[Isabel](#)  
Government Performance Lab  
6 views · Isabel Asked question 24 mins ago

0 Votes 0 Ans



**Introduce yourself!**  
[Isabel](#)  
Government Performance Lab  
24 views · Hope Patterson Answered question 27 mins ago

0 Votes 2 Ans



**Hiring and retaining staff - any best practices to share?**  
[Maja Gray](#)  
72 views · Maja Gray Asked question 21 hours ago

0 Votes 0 Ans

25