**FRAMEWORK FOR PROCUREMENT MANAGEMENT CASE DESCRIPTIONS**

**0. BACKGROUND INFORMATION**

1. **Procurement organisation**
* For example the Town of Rauma
1. **Background to procurement development**
* When and why was the development of procurement operations started?
1. **Annual value of procurements?**

**1. ANALYSIS OF PROCUREMENTS**

1. **Processes and tools**
	* What aspects of procurement are monitored? What guidance is provided?
	* Who is responsible for collecting information?
	* To what purposes is the information used?
2. **Key results of the analysis of procurements and procurement operations**
* What types of procurements are being made and have they been divided in any way (e.g. into categories)?
* Has there been need for improvement? Which development needs will be addressed first and which next?
* What are the strengths of your own organisation? (e.g. use of analytical methods, assessment and/or measurement of impacts and effectiveness, formulation of procurement guidelines, operationalisation of procurement guidelines or development of procurement competence)

**2. STRATEGIC GUIDELINES FOR PROCUREMENTS**

1. **Documents guiding the organisation’s procurement**
* Names of documents + links/pdf files
1. **A summary of the key organisation-wide strategic guidelines**
* The key guidelines for procurements and procurement operations (and possibly for procurement categories and strategic procurements — if any)?
1. **The process(es) for drawing up strategic guidelines**
2. Have parties inside or outside the organisation been involved in the process(es)?

**3. OPERATIONALISATON OF THE STRATEGY GUIDING PROCUREMENT**

1. **A plan for implementing the strategic guidelines**
* What does the plan entail?
* For example, have measures been prioritised and scheduled and have responsibilities been assigned?
1. **Changes in practices and reallocation of human resources based on the strategy**
* What new practices have been introduced?
* How have resources been reallocated based on the guidelines?
1. **Communication on the strategic guidelines**

It has been noted that constant communications and reminders about the guidelines and their content are necessary when implementing the strategy.

* Who is the message for and what channels have been used?
1. **Developing competence in procurement (based on the strategy)**
* How have the skills needed for implementing the strategic guidelines been recognised? These skills may be related to aspects such as the sustainability and responsibility of procurements, procurement procedures, the subject of procurement, market information or the analysis and measurement of procurements.
* Who are trained and on what grounds?
1. **How is the procurement function being reformed and who is in charge of the reform/renewal?** For example, what participatory methods and planning processes are used to bring about change?

**4. ASSESSMENT OF IMPACTS AND EFFECTIVENESS OF PROCUREMENT**

1. **The assessment and measurement of the strategic guidelines for procurement**
	* What is known about procurements and the procurement function?
	* Are there any quantitative or qualitative indicators? If so, what kind of indicators?
	* Who does one report to (e.g. to the audit committee or management)?
	* Where is information acquired from (e.g. automatically from systems or does it require specific efforts)?

**Key words (please mark the organisation’s key words for example by highlighting them)**

**1. Type of organization**

Muncipality/city

Joint municipal authority

Parish

Government

Joint purchase unit

Municipally/state-owned company

**2. Region of procurement**

Whole of Finland

Foreign countries

Uusimaa

Southwest Finland

Satakunta

Kanta-Häme

Pirkanmaa

Päijät-Häme

Kymenlaakso

South Karelia

South Savo

North Karelia

North Savo

Central Finland

South Ostrobothnia

North Ostrobothnia

Kainuu

Lapland

The Åland Islands

**3. Procurement value**

 < 50 000

50 000 100 000

100 000 - 500 000

500 000 - 1M

1M - 50M

50M - 100M

> 100 M

**4. Procurement is exemplary in terms of…** (Select terms below the bold heading, for example, End-user involvement)

**Knowledge-based management**

 Use of analytical methods

 Assesment of impacts and effectiveness

 Measurement of impacts and effectiveness

**Strategic management**

 Categorization of procuments

 Development of procurement guidelines

 Operationalisation of strategy

**Competence management**

 Development of procurement skills