Union des Groupements d’Achats Publics

UGAP

OECD meeting

Kenza Khachani
Athens, 30th June, 1st-2nd July 2014
Session 2:
Implementing the new organogram of the SGC
General organigram

- There is no single organigram to implement but several depending on:

  - the weight of each department
  - The size of the CPB
  - The economic model (the wholesaler model or an intermediary who awards and conclude framework agreements)
A CPB can be specialized or not, but in any case it needs a procurement department.

The set of products and services can be divided into homogeneous groups/departments.

The number of groups depends on the set of Products and Services a CPB have in charge.
Procurement Department

- **Staff**

- **Head of the Procurement Department:**
  - Draw-up, propose, supervise the procurement strategy and policy
  - Defines objectives

- **Head of the category groups**
  - Draw-up, supervise and implement the procurement strategy in its group
  - Draw-up the calls for tenders program
  - Manage and leads the activity of its team
Procurement Department

- Buyer:
  - Responsible of the sourcing in his segment
  - Associated to the analysis of needs
  - Responsible of his procurement procedure
  - Keeps a permanent monitoring on his sector
  - Monitoring the relationship with suppliers
The Legal Department HAS TO BE INDEPENDENT from the Procurement Department in order to ensure its advisory mission.
Legal Department

- Head of the Legal Department:
  - Draw-up, propose, supervise the legal policy to implement
  - Guarantees the regularity of the tendering procedures
  - Always informed of all the legal changes that can affect public legislation

- Legal experts
  - Participates in the preparation of the tender documents
  - Writes the legal part of the technical specification
  - Ensures the follow up of legal issues of the tender
  - Produce any kind of legal support during the pre-award, post-award and during the entire duration of the contract
Customer Department

- A CPB needs a Customer Department with mandatory and voluntary customers.
- It is divided into 2 departments with 2 different roles.
Customer Department

- **Staff**

- **Head of the Customer Department:**
  - Draw-up, propose, supervise the Customer policy to implement
  - Draw-up, propose, supervise the communication strategy

- **Head of the Account Management Department**
  - Supervise the relationship with customers (mandatory or not)
  - Responsible of Collecting customer needs
  - Responsible of the orders
Customer Department

- Head of the Communication Department

⇒ Responsible on the internal communication

⇒ Responsible of the external communication: implementing the communication strategy of the CPB and playing an active role in the promotion of the CPB.
The Information System Department is responsible for the e-platform, the e-catalogue and all the other information system issues. It is divided into 3 departments with 3 different roles:

- Information System Department
- E-platform
- E-catalogue
- IS support
Information System Department

-**Staff**

- **Head of the IS Department:**
  - Draw-up, propose, supervise the IS strategy to implement
  - Responsible of the management of all the IS issues (e-platform/e-catalog...)

- **Head of the E-platform Department**
  - Supervise the e-platform
  - Responsible of the evolution of the e-platform
  - Supervise the unit in charge of delivering training to the stakeholders
Information System Department

- Head of the E-catalog Department
  ➔ Responsible of the continuous update of the catalog

- Head of the IS support Department
  ➔ Responsible of all the IS projects needed
The public policies department plays an important role in the CPB, as a cross-department responsible of implementing the public policies.
Public policies Department

- Staff

- Head of the Public policies
  - Draw-up, propose, supervise the implementation of public policies

- Public Policies Experts
  - Responsible of the implementation of Public Policies (GPP, SMEs, innovation...)
Other Departments

- Accounting Department
  - In case of an economic model where there are fees to collect (from suppliers or customers), this department is intended to collect the total fees.
  - Managing the expenses of the CPB

- Human Resources Department
  - Adapting the recruitment and the career management to the professionalization of all the jobs.
Challenges in the implementation of the organigram

- Defining the roles/ tasks of each one (described below)
  - Internal and external identification
  - To not duplicate the tasks
  - Optimization of resources
Challenges in the implementation of the organigram

- Description of all the processes of the CPB in all the departments
- Identification of tasks and workflows
- Identifications of the tools to use
- Optimization of time
Challenges in the implementation of the organigram
Challenges in the implementation of the organigram

- Making everyone aware of his responsibilities ➔ Role of the management

- Choosing the “right person“ with the appropriate skills for the “right position” ➔ professionalization of all the jobs (management + HR)
Challenges in the implementation of the organigram

- Establishing a good coordination between the different departments
- Ensuring a good sequencing of the tasks of each one
Challenges in the implementation of the organigram

- Pre-award contract

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Procurement</th>
<th>Legal</th>
<th>Customer</th>
<th>Information System</th>
<th>Public Policies</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand analysis</td>
<td></td>
<td></td>
<td>X active</td>
<td>X active</td>
<td>X active</td>
<td>X informed</td>
</tr>
<tr>
<td>-Market analysis</td>
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<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Procurement Strategy</td>
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<td></td>
<td>X Informed and active</td>
<td>X Informed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>definition</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Tender documentation</td>
<td>X active</td>
<td></td>
<td>X active</td>
<td></td>
<td></td>
<td>X informed and active</td>
</tr>
<tr>
<td>preparation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tender documentation</td>
<td>X active</td>
<td></td>
<td>X Informed</td>
<td>X active</td>
<td></td>
<td></td>
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<td>publication</td>
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</table>
Challenges in the implementation of the organigram

- Supplier Selection

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Procurement</th>
<th>Legal</th>
<th>Customer</th>
<th>Information System</th>
<th>Public Policies</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Analysis of the offers</td>
<td>X active</td>
<td>X active</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- FA award</td>
<td>X active</td>
<td>X active</td>
<td>X informed</td>
<td>X informed</td>
<td>X Informed and active</td>
<td>X Informed</td>
</tr>
</tbody>
</table>
Challenges in the implementation of the organigram

- **Post-award**

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Procurement</th>
<th>Legal</th>
<th>Customer</th>
<th>Information System</th>
<th>Public Policies</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Support the CAs</td>
<td>X informed</td>
<td>X Informed and active</td>
<td>X active</td>
<td>X active</td>
<td>X Informed</td>
<td></td>
</tr>
<tr>
<td>- Tracking orders</td>
<td>X informed</td>
<td>X active</td>
<td>X active</td>
<td>X active</td>
<td>X informed</td>
<td>X active</td>
</tr>
</tbody>
</table>
Examples of internal communication

- Ugap’s Intranet
  - internal news from all departments
  - external news impacting the activity of the CPB
  - information from all the departments
Examples of internal communication

- Communiqué after each administrative board

Bonjour,

Le conseil d'administration de l'UGAP s'est tenu ce 3 juillet.

Le communiqué vous apporte les informations essentielles et les décisions prises lors de ce conseil d’administration.

Pour le lire, cliquez sur ce lien.

Cordialement,

[Signature]

communication.interne@ugap.fr

Imprimer ce mail est-il nécessaire ?
Examples of internal communication

- Communiqué after each Directors Board

Bonjour,

Ce communiqué informe les collaborateurs des principales décisions, orientations et informations du conseil de direction qui s’est tenu ce 11 juin 2014.

Pour le lire, cliquez sur le lien: [Communiqué du conseil de direction](#).

Bien cordialement,

Diaflor MAL
Chargé de communication interne en contrat de professionnalisation
Direction des Ressources Humaines et des Conditions de Vie Professionnelle
Département Communication Interne
1 Boulevard Archimède – Champs-sur-Marne – 77444 Marne-la-Vallée CEDEX 2
Tél : [01] 78 12 82
DFDida@bugap.fr

Imprimer ce mail est-il nécessaire?
Examples of internal communication

- **Weekly news** summarizing all what happened the week before (new comers, important events, meetings, trainings...)

Objet : UGAP Infos n°800 est en ligne

Bonjour,

**UGAP Infos n°800** vient de paraître.

Cliquez sur le lien ou dans l’image pour y accéder.

A lire cette semaine :

**Actualités**

**Les rencontres du Grand-Ouest : séminaire ADV des 17 et 18 juin**
Le séminaire avant et après-vente des collaborateurs des directions interrégionales ouest et sud-ouest s’est déroulé dans une ambiance particulièrement conviviale sous le soleil nantais.

**Séminaire ADV Ile-de-France et Etat**
Les équipes avant-vente et après-vente des DIR Ile-de-France et Etat ont partagé une belle dynamique, pendant les deux journées du séminaire ADV.

**Colloques de Vannes et d’Amiens**
Les mardis 17 et 24 juin se sont tenus les colloques d’Amiens et de Vannes où une quarantaine de clients et prospects, pour la plupart des décideurs, étaient présents.

**Rencontre de l’ARTLH à Nantes**
L’UGAP était présent aux 26èmes journées d’études les 12 et 13 juin derniers de l’ARTLH, à la cité des congrès de Nantes. Cette année la part belle était faite à la technologie.
Examples of internal communication

- A monthly news from each department describing the activity.

➔ Example from the procurement department listing all the new tenders (per category) and describing the contracts awarded during their entire duration (consumption, problems...).
Session 5:
Communication strategy and roadmap
A new CPB has to work on its communication strategy from two sides: suppliers and clients.
Both have the same importance to ensure the success of the activity of the CPB.
Roadmap towards clients

- Three kind of models with the clients
  1- Mandatory clients
  2- Some mandatory and some voluntary
  3- Voluntary clients

→ 3 different roadmaps

However in all cases the most important is to build a strong relationship
Roadmap towards clients

- Collecting data on the clients

Before starting a communication plan, the CPB needs information on the clients
- Name
- Registration number
- Identification of the “responsible of procurement”
- Email address and phone number of the person in charge of procurement
- …
Roadmap towards clients

- Communicating on the benefits of a CPB
  - Savings: benefiting from lower prices through demand aggregation
  - Economies of procedures
  - Guaranty of a legal security
  - Economies of time (using the CPB platform to run the competitions)
  - Strong expertise in all the segments proposed

→ Bringing a clear value added to the contracting authorities
Roadmap towards clients

- Training clients to use the platform and submit electronic orders

The CPB has to:

- Prepare the material for a “virtual training” / e-learning. The material should be easy to use and the information should be easy to understand.

- Organize “human trainings” : sessions inviting contracting authorities (CA) to explain how to use the platform.

- Needs a team dedicated to support CA in the use of the platform.

→ EU imposed the full dematerialization of the tender procedures in 2016.
Roadmap towards clients

- Informing the clients on all the activities of the CPB
  - New tenders
  - Savings achieved
  - Procurement strategy (what, why, which procurement tool?)

→ Permanent communication

- Communicating on key performance indicators

The CPB has to set from the beginning KPIs related to its activity

- Communication on the transparency of the activity of the CPB
Roadmap towards clients

- Involving the clients in the activity of the CPB
  - Collecting the needs
  - Associating (sometimes) the important clients to the tender procedures
  - ...

- Participating and organizing events related to public procurement

The CPB has to be identified clearly as the main actor in public procurement
Roadmap towards suppliers

- The communication towards suppliers is a key element of the success of the activity of the CPB
- The importance of the communication strategy is very linked to the model of the CPB in terms of mandatory or not use of the CPB
Roadmap towards suppliers

- The different models of use of a CPB have an impact on the estimated value of the contract on the interest of the CPB.

In any case the CPB needs to settle a communication plan in order to increase its attractiveness.
Roadmap towards suppliers

- Communicating on the benefits of the CPB
  - Centralization of the tender procedures generating savings
  - Economies of time (using the CPB platform)
  - ...
- Communicating on the activity of the CPB
  - Role, aim and mission of the CPB
  - Tenders
  - Procurement strategy (what, why, which procurement tool?)
  - Key performance indicators

→ Permanent communication with a special focus on the professional federations and associations
Roadmap towards suppliers

- **Communicating on the new tenders**
  - Description of the tender (object)
  - Visibility of the tender (OJEU+ national/ regional/specialized sites)
  - Estimated value/volume
  - Geographical area

- **Communicating on the principles of public procurement**
  - Open access to public contracts
  - Equal treatments of candidates
  - Transparency
Roadmap towards suppliers

- Training suppliers to use the platform and submit offers

The CPB has to:

- Prepare the material for a “virtual training” / e-learning. The material should be easy to use and the information should be easy to understand.
- Organize “human trainings” : sessions inviting contracting authorities (CA) to explain how to use the platform
- Needs a team dedicated to support suppliers in the use of the platform

EU imposed the full dematerialization of the tender procedures in 2016
Roadmap towards clients and suppliers

➔ The communication part is ensured by the communication department
➔ However the information is given by other departments (Procurement/ E-proc....)

Teamwork
Examples of external communication

- Ugap’s website

*Information on P&S*

*Events*

*Public Policies*
Examples of external communication

- Clear information on the status, role and mission of the CPB
Examples of external communication

- Newsletters towards clients and suppliers
Examples of external communication

- Communication on the events organized

![Image of UGAP colloque program]

Les colloques
Article mis en ligne le vendredi 04 avril 2014

Colloque performance d'achat public

Programme 2014

Amiens - Mardi 17 juin 2014 (plus d'informations)
Vannes - Mardi 24 juin 2014 (plus d'informations)
Pau - Mardi 30 septembre 2014 (plus d'informations)
Lyon - Jeudi 9 octobre 2014 - Informations à venir
Besançon - Jeudi 23 octobre 2014 - Informations à venir
Avignon - Mardi 4 novembre 2014 - Informations à venir

Inscription gratuite
Examples of external communication

- Communication on KPI

   → Example 1: Savings per client

<table>
<thead>
<tr>
<th>LES GAINS A L'ACHAT</th>
<th>SIREN n° 229102280</th>
<th>DEPARTEMENT DE L'ESSONNE</th>
<th>Gains marchés 2013</th>
<th>Gains recours</th>
<th>Gains tarification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commandes enregistrées</td>
<td>Commandes enregistrées</td>
<td>% prorata temporis Gains moyens par segment</td>
<td>Valeure en Euros</td>
<td>% gains (%)</td>
<td>Consommaison supplémentaire 2013 par segment</td>
</tr>
<tr>
<td>TOTAL INFORMATIQUE</td>
<td>663 800</td>
<td>1 348 248</td>
<td>2,67%</td>
<td>36 047</td>
<td>15,0%</td>
</tr>
<tr>
<td>TOTAL MEDICAL</td>
<td>497</td>
<td>39 419</td>
<td>6,98%</td>
<td>2 243</td>
<td>15,0%</td>
</tr>
<tr>
<td>TOTAL MOBILIER</td>
<td>231 114</td>
<td>31 916</td>
<td>7,73%</td>
<td>2 461</td>
<td>15,0%</td>
</tr>
<tr>
<td>TOTAL SERVICES ET ENERGIE</td>
<td>33 765</td>
<td>23 685</td>
<td>2,25%</td>
<td>533</td>
<td>15,0%</td>
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<tr>
<td>TOTAL VEHICULES</td>
<td>1 026 077</td>
<td>911 975</td>
<td>0,90%</td>
<td>8 244</td>
<td>15,0%</td>
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<tr>
<td>TOTAL GENERAL</td>
<td>1 955 272</td>
<td>2 355 242</td>
<td>50 059</td>
<td>1 155 922</td>
<td>173 388</td>
</tr>
</tbody>
</table>

* Le pourcentage de gain recours est à déterminer par chaque client par segment d’achat. Par convention avec le SAE, nous estimons ce gain à 15% en moyenne.
Examples of external communication

- Communication on KPI
  ➜ Example 2: Sustainable Procurement per client

![Table](image-url)

**RESTITUTION STATISTIQUE SUR LES ACHATS RESPONSABLES ADRESSÉS À L'UGAP**

**Année : 2013**

<table>
<thead>
<tr>
<th>Commandes enregistrées</th>
<th>Références</th>
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</thead>
<tbody>
<tr>
<td><strong>en montant HT €</strong></td>
<td><strong>en pourcentage</strong></td>
</tr>
<tr>
<td><strong>1</strong> Offre durable</td>
<td>151 939 320 €</td>
</tr>
<tr>
<td><strong>2</strong> Offre performante au regard du DD</td>
<td>342 471 333 €</td>
</tr>
<tr>
<td><strong>3</strong> Offre présentant des aspects durables</td>
<td>517 743 276 €</td>
</tr>
<tr>
<td><strong>Sous-total offres avec aspects DD</strong></td>
<td>1 012 154 530 €</td>
</tr>
<tr>
<td><strong>4</strong> Offre ne présentant pas d'aspects DD</td>
<td>750 724 185 €</td>
</tr>
<tr>
<td><strong>HC</strong> Hors codification</td>
<td>153 698 913 €</td>
</tr>
<tr>
<td><strong>Sous-total offres sans aspects DD</strong></td>
<td>904 423 098 €</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1 916 577 628 €</td>
</tr>
</tbody>
</table>
CONTACT

Useful links
* www.ugap.fr
* www.achats-publics.fr/ (medical equipment)

For further information or question contact me at:
  kkhachani@ugap.fr