Procurement Capability Index (PCI)

FY2023/24





## **Procurement Capability Index 2024**

The Procurement Capability Index (PCI) is a self-assessment tool that enables agencies to measure their procurement capability. Completed annually, the results are intended to help agencies track their improvements over time and identify areas for development, while helping New Zealand Government Procurement (NZGP) report on system wide progress.

**Due date: 29 November 2024.**

Ensure you have gathered the required information before starting this survey. How you collate this information is up to you, but we recommend using this Word document.

Questions marked with an asterisk (\*) are compulsory and require an answer before you can move on.

The survey should take approximately 1-2 hours to complete, plus there is some time required to gather information from your finance and people and culture teams.

NZGP no longer requires that your agency submits supporting evidence. Please make sure that you tick the box at the end of the survey to declare the information provided is correct, complete, and approved.

**How to get in contact**

If you want to discuss the survey, please email [Procurement@mbie.govt.nz](mailto:Procurement@mbie.govt.nz).

**Privacy and Confidentiality**

Disclaimer: Your responses will be stored internally and securely within MBIE. The data that you provide to us and the responses within this survey that are outside of scope to be published externally, will not be shared, or published and only elected individuals with a genuine business reason will have access to this information. We may also share this information in line with the Privacy Act 2020 or as otherwise required or permitted by law. We ask that you please use discretion and avoid sharing personal or otherwise compromising information in your open-text answers.

You have a right to ask for a copy of any personal information we hold about you as a result of this survey, and to ask for it to be corrected if you think it is wrong. If you’d like to ask for a copy of your information, or to have it corrected, please contact our Procurement team.  
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## 

## Spend and Overview

(\* = requires a response)

|  |  |
| --- | --- |
| Question | Answer |
| 1. \* Agency name: |  |
| 1. \* What is your total procurement spend for FY2023/24?   *Procurement spend: The total value of payments made to third party suppliers for goods and services. Excludes GST, non-conditional grants, and investments.* |  |
| 1. \* How many contracts over $100,000 were started in FY2023/24?   *Contracts: Includes service orders, such as under AoG contracts, as well as contracts for goods or services. Includes renewed contracts, and when asked about the cost, is for the whole life of the contract.* |  |
| 1. \* How many contracts over $100,000 were active during FY2023/24?   *Active contracts: Active refers to any contract which had a term that included one or more day(s) from 1 July 2023 until 30 June 2024 ie existing contracts that ended during or continued through 2023/24 or new contracts that began during 2023/24.* |  |
| 1. \* How many suppliers did your agency use in FY2023/24?   *Supplier: A person, business, company, or organisation that supplies or can supply goods or services or works to an agency. For the purpose of this survey, include all suppliers of goods and services and ^non – conditional grants.*  ^This has been corrected from the previous version where it said: “do not include conditional grants”. Please note this hasn’t been edited in the survey as it would reset all open surveys. |  |
| 1. \* How many procurements were carried out during FY2023/24? (Include those that resulted in no contract)   *Procurements: Any new contract, service order, or other means of engaging a supplier for delivering goods and services.* |  |
| 1. \* What was your agency's total FTE count as at 30 June 2024?   *FTE: A full-time equivalent - a number between zero and one and reported to one decimal place that represents how much full-time work an employee performs. For example, an employee who works 20 hours per week is said to be 0.5 FTE if we assume that 40 hours per week is a typical full-time employee.* |  |
| 1. \* How many FTEs are in your agency’s procurement team/function as at 30 June 2024? (This includes anyone doing procurement)   *Team/function: The structure of a procurement function varies across agencies, so in this instance please include those who have specific procurement responsibilities within their Position Descriptions or are part of centralised procurement teams. There is no need to include those staff who might conduct minor aspects of procurement in their roles, such as travel bookings or stationary orders.* |  |
| 1. \* How many people have roles that are primarily about managing contracts or supplier relationships? |  |
| 1. \* Do those people involved with managing contracts participate in any procurement-specific training? | Yes  No  Not sure |
| 1. \* Do those people involved with managing supplier relationships participate in any procurement-specific training? | Yes  No  Not sure |
| 1. \* Does your agency have visibility of procurement spend by category/suppliers?   *Procurement spend: The total value of payments made to third party suppliers for goods and services. Excludes GST, non-conditional grants, and investments.* | Yes  **🡨  If “No”, or “Not sure”, go to Question 14**  No  Not sure |
| 1. Please list your agency's top 50 suppliers in order of total procurement spend during FY23/24.   Include total spend amount during FY23/24, no. of contracts, category, NZBN and UNSPSC segment code.  *UNSPSC coding: Procurement spend should be captured against UNSPSC coding for product groups. This will enable NZGP to map procurement spend against one, consistent procurement categorisation structure.* [*UNSPSC coding*](https://www.unspsc.org/) | A template can be found in [Appendix 1](#_Appendix_1) |
| 1. \* Is the procurement function in your agency? Tick all that apply | Decentralised *(business groups have responsibility for their own procurement)*  Centralised *(your agency has a dedicated procurement role/team with responsibility for the agency's procurement)*  Mostly centralised, with exceptions *(eg ICT)*  Centre led *(your agency's procurement is governed by the directives from another agency)* |
| 1. \* What level is the most senior person with responsibility for the procurement function in your agency? | Tier 1: Chief Executive  Tier 2: Manager who report directly to the Chief Executive  Tier 3: Manager who report directly to a Tier 2 manager  Other (please specify) |
| 1. \* To what extent are the below statements true within your agency:   *Procurement: All aspects of acquiring and delivering goods, services and works. Includes any new contract, service order, or other means of engaging a supplier for delivering goods and services.*   |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Not at all | Very little | Somewhat | To a great extent | Always | Not sure | | Procurement is seen as important |  |  |  |  |  |  | | Procurement is seen to add value |  |  |  |  |  |  | | Procurement is well-utilised |  |  |  |  |  |  | | |

## Procurement Governance

(\* = requires a response)

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| --- | --- |
| Question | Answer |
| 1. \* To what extent does your agency have a procurement governance structure, including defined roles and relationships with key business units? | Not at all  Very little  Somewhat  To a great extent  Always  Not sure |
| 1. \* Does your agency have a procurement policy? | Yes  **🡨  If “No”, or “Not sure”, go to Question 25**  No  Not sure |
| 1. \* Please rate how your agency’s procurement policies align against the [Five Principles of Government Procurement](https://www.procurement.govt.nz/procurement/principles-charter-and-rules/government-procurement-principles/):  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Policies poorly align | Policies slightly align | Policies moderately align | Policies strongly align | Policies always align | Not sure | | Plan and manage for great results |  |  |  |  |  |  | | Be fair to all suppliers |  |  |  |  |  |  | | Get the right supplier |  |  |  |  |  |  | | Get the best deal for everyone |  |  |  |  |  |  | | Play by the rules |  |  |  |  |  |  | | |
| 1. \* Are these procurement policies easily accessible within the agency (eg on intranet, in procurement manual)? | Yes  No  Not sure |
| 1. \* To what extent are your agency's procurement policies understood and implemented: | Not at all  Very little  Somewhat  To a great extent  Always  Not sure |
| 1. \* Does your agency review procurement policies on a regular basis? | Yes  No  Not sure |
| 1. \* How often are your agency’s procurement policies reviewed? |  |
| 1. \* Were your agency's procurement policies reviewed by an external party? | Yes  No  Not sure |
| 1. \* To what extent are financial delegated authorities clearly defined in your agency:   *Delegated authorities: Delegation of authority is the transfer of certain power and authority to act or make decisions in a given situation to another person, so that they may carry out the responsibilities required to complete a task.* | **Not at all**  **Very little**  **Somewhat**  **To a great extent**  **Always**  **Not sure** |
| 1. Are there any aspects of your governance structure that you are proud of or think you do particularly well? Please explain. |  |
| 1. Are there any aspects of your governance structure where you would like some additional support? Please explain. |  |

## Procurement Strategy

(\* = requires a response)

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| Question | Answer |
| 1. \* Does your agency have a strategic plan identifying what you want to achieve from your procurement activity? | **Yes**  **🡨  If “No”, or “Not sure”, go to Question 35**  **No**  **Not sure** |
| 1. \* Does your agency’s strategic plan consider:  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Not at all | Very little | Somewhat | To a great extent | Always | Not sure | | Critical business data and analysis |  |  |  |  |  |  | | Historical spend analysis |  |  |  |  |  |  | | Analysis of the market and sector you will be working in |  |  |  |  |  |  | | Suppliers and providers you will be working with |  |  |  |  |  |  | | Broader outcomes |  |  |  |  |  |  |   *Broader outcomes: Government procurement can and should be used to support wider social, economic, cultural, and environmental outcomes that go beyond the immediate purchase of goods and services.* [*Broader outcomes*](https://www.procurement.govt.nz/broader-outcomes/) | |
| 1. \* Was your agency’s strategic plan developed in partnership with internal stakeholders? | Yes  No  Not sure |
| 1. \* Was your agency’s strategic plan developed in partnership with external stakeholders? | Yes  No  Not sure |
| 1. \* Does your agency’s strategic plan inform all procurement objectives? | Yes  No  Not sure |
| 1. Are there any aspects of your strategy that you are proud of or think you do particularly well? Please explain. |  |
| 1. Are there any aspects of your strategy where you would like some additional support? Please explain. |  |

## Procurement Planning

(\* = requires a response)

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| Question | Answer | |
| 1. \* To what extent does your agency:  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Not at all | Very little | Somewhat | To a great extent | Always | Not sure | | Use data and insights to inform planning and decisions |  |  |  |  |  |  | | Carry out market research to inform your procurement planning |  |  |  |  |  |  | | Gather market intelligence from your business partners |  |  |  |  |  |  | | Involve your procurement function early |  |  |  |  |  |  | | Create procurement plans in consultation with business units and all relevant stakeholders |  |  |  |  |  |  | | Identify procurement requirements (eg cost, timeframes) as appropriate |  |  |  |  |  |  | | Have a clearly defined plan to manage conflicts of interest |  |  |  |  |  |  | | Use internal and external stakeholders to determine procurement requirements |  |  |  |  |  |  | | Consider government and business priorities and dependencies in procurement planning |  |  |  |  |  |  |   *Procurement plan: A plan to analyse the need for specific goods, services or works and the outcome the agency wants to achieve. It identifies an appropriate strategy to approach the market, based on market research and analysis, and summarises the proposed procurement process. It usually includes the indicative costs (budget), specification of requirements, indicative timeline, evaluation criteria and weightings and an explanation of the broader outcomes an agency will seek to achieve through the procurement.*  *Conflict of interest: A conflict of interest is where someone’s personal interests or obligations conflict, or have the potential to conflict, with the responsibilities of their job or position or with their commercial interests. It means that their independence, objectivity or impartiality can be called into question.* | | |
| 1. \* Do you carry out market assessments, as appropriate, to ensure your agency’s procurement is fit for purpose?   *Market assessments: Understanding your suppliers allows you to make informed decisions to get the best results. The objective of market assessments is to develop a thorough understanding of the nature of the market, how it works and how this will impact on your approach to the market and overall procurement strategy.* | | Yes  No  Not sure |
| 1. \* Do you consider broader outcomes as part of your agency’s procurement activities?   *Broader outcomes: Government procurement can be used to support wider social, economic, cultural and environmental outcomes that go beyond the immediate purchase of goods and services.* [*Broader outcomes*](https://www.procurement.govt.nz/broader-outcomes/) | | Yes  **🡨  If “No”, or “Not sure”, go to Question 39**  No  Not sure |
| 1. \* To what extent does your agency:  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Not at all | Very little | Somewhat | To a great extent | Always | Not sure | | Design broader outcomes into your procurement |  |  |  |  |  |  | | Deliver on broader outcomes within your procurement |  |  |  |  |  |  | | Measure broader outcomes |  |  |  |  |  |  | | Support broader outcomes |  |  |  |  |  |  | | | |
| 1. Are there any aspects of your planning that you are proud of or think you do particularly well? Please explain. | |  |
| 1. Are there any aspects of your planning where you would like some additional support? Please explain. | |  |

## Sourcing

(\* = requires a response)

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| Question | Answer |
| 1. \* What level of procurement spend requires more than one quote in your agency?   *Procurement spend: The total value of payments made to third party suppliers for goods and services. Excludes GST, non-conditional grants, and investments.* | N/A  Level of spend ($) |
| 1. \* How comprehensive is your agency’s supplier selection process? (Select all that are considered in the assessment.) | Lead times  Quality issues  Environmental impacts  Risks  Prices  Other (please specify) |
| 1. \* Are engagement plans in place and maintained for your agency’s critical suppliers?   *Engagement plans: Market engagement plans refer to the range of activities through which agencies engage with suppliers before a procurement. The purpose of market engagement is to improve the efficiency and quality of a procurement and its delivery.* | Yes  No  Not sure |
| 1. \* To what extent does your agency tailor the sourcing process based on the agency or industry needs: | Not at all  Very little  Somewhat  To a great extent  Always  Not sure |
| 1. \* Does your agency link sourcing decisions to category strategies? | Yes  No  Not applicable  Not sure |
| 1. \* To what extent are supplier selection methodologies and criteria well-defined: | Not at all  Very little  Somewhat  To a great extent  Always  Not sure |
| 1. \* To what extent is public value embedded in your agency's procurement activity:   *Public value: Government procurement is now focused on achieving the best public value rather than the best value for money. This allows the money being spent to contribute to achieving broader outcomes. Public value means the best available result for New Zealand for the money spent.* | Not at all  Very little  Somewhat  To a great extent  Always  Not sure |
| 1. \* To what extent do you identify and communicate your agency’s procurement plans with your potential suppliers: | Not at all  Very little  Somewhat  To a great extent  Always  Not sure |
| 1. \* To what extent does your agency engage in contract development and negotiations with suppliers: | Not at all  Very little  Somewhat  To a great extent  Always  Not sure |
| 1. \* To what extent do you take steps and adapt methods to make it easy for suppliers to engage with your agency for procurement opportunities: | Not at all  Very little  Somewhat  To a great extent  Always  Not sure |
| 1. Please list the ways your agency provides opportunities to suppliers: |  |
| 1. \* To what extent is the evaluation process/criteria for final suppliers selection clearly defined in your agency Rfx documents:   *Evaluation criteria: The criteria used to evaluate responses includes measures to assess the extent to which competing responses meet requirements and expectations (eg criteria to shortlist suppliers following a Registration of Interest (ROI) or criteria to rank responses in awarding the contract).* | Not at all  Very little  Somewhat  To a great extent  Always  Not sure |
| 1. \* Does your agency seek a range of sourcing solutions to manage high value/critical spends? | Yes  No  Not sure |
| 1. \* How easy is it to use your agency’s sourcing processes and documentation? | Very easy  Somewhat easy  Difficult  Very difficult  Not sure |
| 1. \* Does your agency seek advice from NZGP for high value/critical spend? | Yes  No  Not sure |
| 1. \* To what extent can you cross reference your agency’s decision-making with the criteria communicated to suppliers: | Not at all  Very little  Somewhat  To a great extent  Always  Not sure |
| 1. \* To what extent is the supplier selection process aligned with overall corporate and supply chain objectives: | Not at all  Very little  Somewhat  To a great extent  Always  Not sure |
| 1. \* To what extent does your agency offer and provide debriefings to unsuccessful bidders to discuss their submissions:   *Suppliers debrief: Information an agency provides to a supplier who has been unsuccessful in a particular contract opportunity, that explains:*   * *the strengths and weaknesses of the supplier's proposal against the tender evaluation criteria and any pre-conditions,* * *the reasons the successful proposal won the contract,* * *anything else the supplier has questioned.* | Not at all  Very little  Somewhat  To a great extent  Always  Not sure |
| 1. Are there any aspects of your sourcing that you are proud of or think you do particularly well? Please explain. |  |
| 1. Are there any aspects of your sourcing where you would like some additional support? Please explain. |  |

## Contract Management

(\* = requires a response)

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| --- | --- |
| Question | Answer |
| 1. \* Does your agency have a contract management system? | **Yes**  **🡨  If “No”, or “Not sure”, go to Question 64**  **No**  **Not sure** |
| 1. \* What system are you using? |  |
| 1. \* What does your agency record in your contract management system? (Select all that apply) | Values of contracts  Electronic copies of agreements  Contract expiry/renewals  Vendor performance  Supplier reviews  Other (please specify) |
| 1. Are there any aspects of your contract management that you are proud of or think you do particularly well? Please explain. |  |
| 1. Are there any aspects of your contract management where you would like some additional support? Please explain. |  |

## Supplier Management

(\* = requires a response)

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| --- | --- | --- |
| Question | | Answer |
| 1. \* To what extent does your agency:  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Not at all | Very little | Somewhat | To a great extent | Always | Not sure | | Keep signed contracts with suppliers on file |  |  |  |  |  |  | | Manage suppliers in accordance with contracts |  |  |  |  |  |  | | Manage suppliers in accordance with timeframes and reporting requirements |  |  |  |  |  |  | | Manage suppliers in accordance with quality and cost |  |  |  |  |  |  | | | |
| 1. \* Does your agency have formal supplier relationship management processes in place?   *Supplier relationship management: For more information on the government supplier management programme, visit: Introduction to supplier management* | Yes  No  Not sure | |
| 1. \* Do you use the Supplier Relationship Management toolkit (SRM)?   *SRM is a structured and strategic approach to managing or planning your agency's relationship with suppliers. SRM can help improve quality, reduce costs and increase innovation while helping identify risks. This toolkit has been developed for Procurement/Contract managers who are looking to set up and run a supplier management programme in their agency.*  [*Supplier Management Toolkit.*](https://www.procurement.govt.nz/procurement/improving-your-procurement/introduction-to-supplier-management/supplier-management-toolkit-and-guidance-for-leaders/) | Yes  No  Not sure | |
| 1. \* How does your agency review suppliers performance? (Select all that apply.) | Regular reviews of suppliers take place  Reviews involve external stakeholders  Feedback is collected of supplier performance against KPIs and procurement reports  Feedback is used to adapt the supplier relationship  Key/critical suppliers are taken through a 360 review process  Ad-hoc  Reviews not undertaken  Other (please specify) | |
| 1. Are there any aspects of your supplier management that you are proud of or think you do particularly well? Please explain. |  | |
| 1. Are there any aspects of your supplier management where you would like some additional support? Please explain. |  | |

## Supplier Segmentation

(\* = requires a response)

Supplier segmentation: Supplier segmentation helps agencies understand the risks and opportunities presented by supplier relationships. It determines how critically and strategically important the supplier is to the agency.

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| --- | --- |
| Question | Answer |
| 1. \* Does your agency segment suppliers? | Yes  **🡨  If “No”, or “Not sure”, go to Question 76**  No  Not sure |
| 1. \* How does your agency segment suppliers? (Select all that apply) | Segmented by multiple dimensions  Segmented based on types of supply (eg goods, services)  Segmented based on dependency (eg critical, non-critical)  Segmented based on risk assessment  Segmented based on the partner relationship  Other (please specify) |
| 1. Are there any aspects of your supplier segmentation that you are proud of or think you do particularly well? Please explain. |  |
| 1. Are there any aspects of your supplier segmentation where you would like some additional support? Please explain. |  |

## Critical suppliers / Contracts

(\* = requires a response)

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| --- | --- | --- |
| Question | Answer | |
| 1. \* Are critical suppliers and contracts identified on your agency’s system? | Yes  No  Not sure | |
| 1. \* To what extent has your agency identified:  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | None | Some | About half | Most | All | Not applicable | | Critical suppliers (eg crucial for the operation of business) |  |  |  |  |  |  | | Critical contracts (eg crucial for the operation of business) |  |  |  |  |  |  | | | |
| 1. \* How many critical suppliers does your agency have? | |  |
| 1. \* How many critical contracts does your agency have? | |  |
| 1. \* What is the combined value of your agency’s critical contracts in FY2023/24? | |  |
| 1. \* How frequently is the list of critical suppliers updated? | | Seldom  Quarterly  Six monthly  Annually  Not applicable  Not sure |
| 1. \* Does your agency have a business contingency plan in case of disruption to a critical service? | | Yes  No  Not sure |
| 1. \* Is your agency’s senior leadership team aware of your critical suppliers and contracts? | | Yes  No  Not sure |
| 1. Are there any aspects of your critical supplier or critical contract management that you are proud of or think you do particularly well? Please explain. | |  |
| 1. Are there any aspects of your critical supplier or critical contract management where you would like some additional support? Please explain. | |  |

## Risk Management

(\* = requires a response)

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| --- | --- | --- |
| Question | Answer | |
| 1. \* Do you have a risk management framework embedded within your agency? | Yes  **🡨  If “No”, or “Not sure”, go to Question 89**  No  Not sure | |
| 1. \* To what extent when procuring goods and services, does your agency use good risk management: | Not at all  Very little  Somewhat  To a great extent  Always  Not sure | |
| 1. \* To what extent does your agency’s practice include risk management approaches such as:  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Not at all | Very little | Somewhat | To a great extent | Always | Not sure | | Gateway reviews |  |  |  |  |  |  | | Investment decision-making |  |  |  |  |  |  | | Business cases |  |  |  |  |  |  | | Better Business Case practice |  |  |  |  |  |  | | SSC Project Risk Assessments |  |  |  |  |  |  | | Other (please specify) | | | | | | | | | |
| 1. Are there any aspects of your risk management that you are proud of or think you do particularly well? Please explain. | |  |
| 1. Are there any aspects of your risk management where you would like some additional support? Please explain. | |  |

## Performance Monitoring

(\* = requires a response)

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| Question | Answer |
| 1. \* What performance metrics does your agency record? (Tick all that apply) | None  Supplier performance  The product/service is fit for purpose and meets requirements  Desired outcomes achieved  The supplier delivered on time  The product/service was within budget  Transaction costs and other key performance indicators (KPIs) |
| 1. \* Does your agency track and report supplier performance metrics? | Yes  No  Not sure |
| 1. \* Does your agency track and report contract performance metrics? | Yes  No  Not sure |
| 1. Are there any aspects of your performance monitoring that you are proud of or think you do particularly well? Please explain. |  |
| 1. Are there any aspects of your performance monitoring where you would like some additional support? Please explain. |  |

## Procurement Practice

(\* = requires a response)

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| --- | --- |
| Question | Answer |
| 1. \* Does your agency have a process for managing one-off low-value purchases (eg P-cards or Purchase Orders)? | Yes  No  Not sure |
| 1. \* What ICT tools does your agency use? (Tick all that apply) | P2P – procurement platform  E-invoicing  E-tendering  None  Other procurement ICT tools (please state) |
| 1. \* If your agency has a legal team, does the procurement function engage with them? (eg to draft and review contracts, negotiate agreements with suppliers) | Yes  No  Not sure  Not applicable |
| 1. \* Are there any aspects of procurement that your agency doesn’t do in-house? (eg sourcing, legal, etc.)   If yes, please specify: | Yes  No  Not sure |
| 1. \* Does your agency do any procurements with other agencies? | Yes  **🡨  If “No”, or “Not sure”, go to Question 103**  No  Not sure |
| 1. \* How many procurement activities did you do with other agencies? |  |
| 1. \* What was the total cost of procurement activities you undertook with other agencies in 2023/24? |  |
| 1. Are there any aspects of your practice that you are proud of or think you do particularly well? Please explain. |  |
| 1. Are there any aspects of your practice where you would like some additional support? Please explain. |  |

## Staffing Maturity

(\* = requires a response)

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| --- | --- | --- |
| Question | | Answer |
| 1. \* To what extent does your agency:  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Not at all | Very little | Somewhat | To a great extent | Always | Not sure | | Identify opportunities to improve the competency and skills of your procurement team/s |  |  |  |  |  |  | | Offer career pathways within procurement |  |  |  |  |  |  | | | |
| 1. \* Does your agency encourage staff outside of the dedicated procurement function to develop procurement skills? | Yes  No  Not sure | |
| 1. \* To what extent does your agency's procurement team and business collaborate: | Not at all  Very little  Somewhat  To a great extent  Always  Not sure | |
| 1. Are there any aspects of your staffing maturity that you are proud of or think you do particularly well? Please explain. |  | |
| 1. Are there any aspects of your staffing maturity where you would like some additional support? Please explain. |  | |

## Data Maturity

(\* = requires a response)

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| --- | --- |
| Question | Answer |
| 1. \* Select all the statements that best describe your procurement contract data: | Contract data is hard to pull together  Contract data is of acceptable quality  Contract data is easily accessible  Contract data is acted upon at a senior level  Not applicable |
| 1. \* Does your agency create customised reporting for internal stakeholders? | Yes  No  Not sure |
| 1. \* Can CAPEX and OPEX spend by supplier be extracted and analysed separately?   OPEX, which stands for "operating expenses," refers to expenses incurred to maintain the day-to-day operations of a company. CAPEX, which stands for "capital expenditures," refers to expenses incurred to acquire tangible assets that will be used over an extended period | Yes  No  Not sure |
| 1. Approximately, what percentage of your agency's total procurement spend can be linked to a contract? |  |
| 1. Are there any aspects of your data maturity that you are proud of or think you do particularly well? Please explain. |  |
| 1. Are there any aspects of your data maturity where you would like some additional support? Please explain. |  |

## Continuous Improvement

(\* = requires a response)

|  |  |
| --- | --- |
| Question | Answer |
| 1. \* Does your agency have a procurement complaints register? | Yes  No  Not sure |
| 1. \* To what extent does your agency quickly and appropriately respond to complaints: | Not at all  Very little  Somewhat  To a great extent  Always  Not sure |
| 1. \* How effectively does your agency use procurement complaints to drive change and improvement: | Not at all effective  Not so effective  Somewhat effective  Very effective  Not sure |
| 1. Are there any aspects of your complaint reviews that you are proud of or think you do particularly well? Please explain. |  |
| 1. Are there any aspects of your complaint reviews where you would like some additional support? Please explain. |  |

## General Questions

(\* = requires a response)

|  |  |  |
| --- | --- | --- |
| Question | Answer | |
| 1. \* What templates does your agency use? (Tick all that apply) | We don't use templates  In-house developed templates  NZGP templates  Tailored NZGP templates  Not sure  **🡨  If “We don’t use templates”, or “In-house developed templates”, go to Question 123** | |
| 1. \* To what extent:  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Not at all | Very little | Somewhat | To a great extent | Always | Not sure | | Do NZGP templates meet your needs? |  |  |  |  |  |  | | Does your agency need to tailor NZGP templates? |  |  |  |  |  |  | | | |
| 1. Are there any types of templates your agency requires or use regularly that we don’t provide: |  | |
| 1. If your agency could ask New Zealand Government Procurement for 3 things to better support you, what would they be? |  | |
| 1. \* Are there any specific parts of the procurement process your agency would like help with? | Yes  **🡨  If “No”, go to Question 127**  No  Not sure | |
| 1. \* Please indicate which areas of procurement practice your agency would like help with:  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | |  | Not interested | Somewhat interested | Interested | Very interested | Not sure | | Governance |  |  |  |  |  | | Planning |  |  |  |  |  | | Sourcing |  |  |  |  |  | | Supplier Management |  |  |  |  |  | | Staff/Workforce |  |  |  |  |  | | Data Maturity |  |  |  |  |  | | Risk Management |  |  |  |  |  | | Reviews |  |  |  |  |  | | Conflict of Interest |  |  |  |  |  | | Critical Suppliers/Contracts/SSCF |  |  |  |  |  | | Category Management |  |  |  |  |  | | Contract Management |  |  |  |  |  | | Performance Management |  |  |  |  |  | | Supplier Segmentation/Categorisation |  |  |  |  |  | | Broader outcomes |  |  |  |  |  | | Other (please specify) | | | | | | | | |
| 1. \* Would you like to be contacted to discuss anything in the survey? | | Yes  No |
| 1. Please provide any further comments you would like to share. | |  |
| 1. \* Is the information provided in the survey correct, complete, and approved? | | Yes |
| 1. \* Please provide the contact details of your Chief Procurement Officer, or equivalent tier 2 or 3 role who has approved your FY2023/24 survey submission.   Role tiers for an Approver: Approvers can be either Tier 2: Managers who report directly to the CE or Tier 3: Managers who report directly to a tier 2 manager. | | Contact name:  Job title:  Email address:  Date approved: |
| 1. \* Please provide the contact details of a person from your organisation that MBIE can contact to discuss any questions relating to your responses. We will also use this contact to communicate any insights and findings gathered from this survey. | | Contact name:  Job title:  Email address: |

# Appendix 1

## Template for Question 12

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | *Supplier name* | *Total $ in F23/24* | *Number of contracts* | *Category* | *NZBN* | *UNSPSC segment code* |
| *1* |  |  |  |  |  |  |
| *2* |  |  |  |  |  |  |
| *3* |  |  |  |  |  |  |
| *4* |  |  |  |  |  |  |
| *5* |  |  |  |  |  |  |
| *6* |  |  |  |  |  |  |
| *7* |  |  |  |  |  |  |
| *8* |  |  |  |  |  |  |
| *9* |  |  |  |  |  |  |
| *10* |  |  |  |  |  |  |
| *11* |  |  |  |  |  |  |
| *12* |  |  |  |  |  |  |
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| *43* |  |  |  |  |  |  |
| *44* |  |  |  |  |  |  |
| *45* |  |  |  |  |  |  |
| *46* |  |  |  |  |  |  |
| *47* |  |  |  |  |  |  |
| *48* |  |  |  |  |  |  |
| *49* |  |  |  |  |  |  |
| *50* |  |  |  |  |  |  |

# Appendix 2

## Glossary of terms

|  |  |
| --- | --- |
| Term | Definition |
| “Active” contracts | Active refers to any contract which had a term that included one or more day(s) from 1 July 2023 until 30 June 2024 i.e. existing contracts that ended during or continued through 2023/24 or new contracts that began during 2023/24. |
| Annual procurement plan | An agency's list of planned contract opportunities that meet or exceed the value threshold. It is a rolling list covering at least the next 12 months. |
| Broader outcomes | Government procurement can and should be used to support wider social, economic, cultural, and environmental outcomes that go beyond the immediate purchase of goods and services. [Broader outcomes](https://www.procurement.govt.nz/broader-outcomes/) |
| CAPEX | Capital expenditures (CAPEX) are funds used to acquire, upgrade and maintain physical assets such as property, plants, buildings, technology or equipment. |
| Conflict of interest | A conflict of interest is where someone’s personal interests or obligations conflict, or have the potential to conflict, with the responsibilities of their job or position or with their commercial interests. It means that their independence, objectivity, or impartiality can be called into question. |
| Contracts | Includes service orders, such as under AoG contracts, as well as contracts for goods or services. Includes renewed contracts and must consider whole-of-life costs. |
| Delegated authorities | Delegation of authority is the transfer of certain power and authority to act or make decisions in a given situation to another person, so that they may carry out the responsibilities required to complete a task. |
| Engagement plans | Market engagement plans refer to the range of activities through which agencies engage with suppliers before a procurement. The purpose of market engagement is to improve the efficiency and quality of a procurement and its delivery. |
| Evaluation criteria | The criteria that are used to evaluate responses. These include measures to assess the extent to which competing responses meet requirements and expectations (eg criteria to shortlist suppliers following a Registration of Interest or criteria to rank responses in awarding the contract). |
| Five Principles of Government Procurement | [Government procurement principles](https://www.procurement.govt.nz/procurement/principles-charter-and-rules/government-procurement-principles/) |
| FTE | A full-time equivalent - a number between zero and one and reported to one decimal place that represents how much full-time work an employee performs. For example, an employee who works 20 hours per week is said to be 0.5 FTE if we assume that 40 hours per week is a typical full-time employee. |
| GETS | An acronym for Government Electronic Tenders Service. GETS is a website managed by New Zealand Government Procurement. It is a free service that advertises New Zealand government contract opportunities. |
| High value/critical spend | This will vary by agency – when deciding if a procurement is a high value/critical spend, you may consider the total cost, or the cost as a percentage of your agency spend. |
| Market assessments | Understanding your suppliers allows you to make informed decisions to get the best results. The objective of market assessments is to develop a thorough understanding of the nature of the market, how it works and how this will impact on your approach to the market and overall procurement strategy. |
| OPEX | Operating expenditure (OPEX) are the ongoing costs of doing business, such as salary and wages, insurance, and utilities. |
| Procurement | All aspects of acquiring and delivering goods, services and works. Includes any new contract, service order, or other means of engaging a supplier for delivering goods and services. |
| Procurement plan | A plan to analyse the need for specific goods, services or works and the outcome the agency wants to achieve. It identifies an appropriate strategy to approach the market, based on market research and analysis, and summarises the proposed procurement process. It usually includes the indicative costs (budget), specification of requirements, indicative timeline, evaluation criteria and weightings and an explanation of the broader outcomes an agency will seek to achieve through the procurement. |
| Public value | Government procurement is now focussed on achieving the best public value rather than the best value for money. This allows the money being spent to contribute to achieving broader outcomes. Public value means the best available result for New Zealand for the money spent. |
| Role tiers for an Approver | Approvers can be either Tier 2: Managers who report directly to the CE or Tier 3: Managers who report directly to a tier 2 manager. |
| Supplier | A person, business, company, or organisation that supplies or can supply goods or services or works to an agency. For the purpose of this survey, include all suppliers of goods and services and do not include conditional grants. |
| Supplier Management Toolkit | [Supplier management toolkit and guidance for professionals](https://aus01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.procurement.govt.nz%2Fprocurement%2Fimproving-your-procurement%2Fintroduction-to-supplier-management%2Fsupplier-management-toolkit-and-guidance-for-professionals%2F&data=05%7C02%7CJemma.Saywell%40mbie.govt.nz%7Ca790a1c1799e4956619e08dcd06e7f32%7C78b2bd11e42b47eab0112e04c3af5ec1%7C0%7C0%7C638614420204015498%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=B%2FlTgS9Q2JxzWiqlxqMX6I3y8QU6yl%2B%2B9JpdS0CBcyg%3D&reserved=0) |
| Supplier relationship management | For more information on the government supplier management programme, visit: [Introduction to supplier management](https://www.procurement.govt.nz/procurement/improving-your-procurement/introduction-to-supplier-management/) |
| Supplier segmentation | Supplier segmentation helps agencies understand the risks and opportunities presented by supplier relationships. It determines how critically and strategically important the supplier is to the agency. |
| Suppliers debrief | Information an agency provides to a supplier who has been unsuccessful in a particular contract opportunity, that explains:   * the strengths and weaknesses of the supplier's proposal against the tender evaluation criteria and any pre-conditions, * the reasons the successful proposal won the contract, * anything else the supplier has questioned. |
| Team/function | The structure of a procurement function varies across agencies, so in this instance please include those who have specific procurement responsibilities within their Position Descriptions or are part of centralised procurement teams. There is no need to include those staff who might conduct minor aspects of procurement in their roles, such as travel bookings or stationary orders. |
| UNSPSC coding | Procurement spend should be captured against UNSPSC coding for product groups. This will enable NZGP to map procurement spend against one, consistent procurement categorisation structure.  [UNSPSC Coding](https://www.unspsc.org/) |