

RFA Workforce & Good Jobs and Equity Fellows

Procurement, Using Government Buying Power to Improve Job Quality

May 10, 2023

Let's warm up that chat box...

**....What is the most challenging part
of your work right now?**

- The program will begin shortly
- Please turn on your video
- Please mute your microphone
- You are welcome to use the chat box for discussions or questions throughout the session!
- Please rename your screen to
 - “Name, Preferred Pronouns, State, City/County”
 - *Example: **Brooke Valle, She/Her, Avon Lake, Ohio***



Welcome and Introductions

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Today's Facilitator



Brooke Valle

Independent Consultant

Former Workforce CSO and Workforce Fellow

By the end of this session participants will...

- ✓ Review the major steps of the public procurement process
- ✓ Consider how government can influence job quality & equity through procurement
- ✓ Hear about the work in Travis County, Texas
- ✓ Explore ways to measure job quality through procurement
- ✓ Identify at least one action step to take in their own work

Job Quality Levers

Procurement



Empowerment



Policy



HR Practices



Monitoring & Enforcement



Transforming Job Quality Through Procurement



Procurement

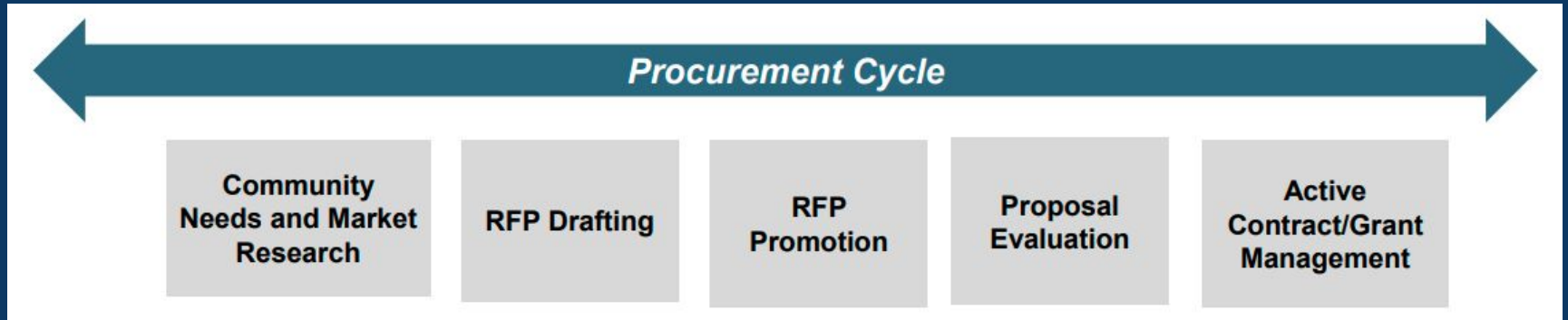
Procurement can influence the quality of jobs and equity of access through how funds are used, and for what purpose. Agencies can use procurement practices to directly fund job quality or equity related projects, to prioritize diversity and high quality jobs in the organizations they choose to fund, and through the procurement process itself as a means of advancing job quality.



Results Driven Contracting - A Quick Review

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The Procurement Cycle



Excellence Through Procurement

The GPL's Framework for Procurement Excellence



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 resurces procurement as a strategic function

Excellence looks like:

- Staff are well-trained and supported
- The city anticipates and plans for procurement needs well in advance

Procurement Reform

Extreme Procurement Makeover (EPM)

End-to-End Procurement Reform

Community Needs and Market Research

Understand community needs, provider/vendor capacity, and how the market can best meet resident needs

RFP/NGA Strategy Design/Drafting

Translate ideas into service design + communicate and signal values to provider and community

RFP/NGA Promotion

Promote/advertise RFP/NGA and clarify provider/vendor questions to encourage responses

Proposal Evaluation

Design standardized, fair, unbiased selection processes that lead to equitable results

Negotiations

Finalize contract or grant terms and establish legal/contractual foundations for partnership

Active Contract/Grant Management

Establish structures for mutual accountability and performance management

Application of RDC Pillars, Knowledge and Skills Transfer

Influencing Job Quality Through Procurement

Policy or Practice	Description
Building a representative competitive landscape	Efforts to increase the diversity of potential bidders who are aware of and can compete for RFPs. This can include expanding pre-RFP technical assistance, working with trusted community organizations to distribute the RFP, changing contract design process, and offering payment advances.
Engaging Communities in Planning and Selection of Funded Projects	Incorporating and compensating community members that represent a project's intended target population in the procurement design, selection, and implementation process.
Evidence-Based Scoring Preferences	Agencies can require and/or provide preference scoring for projects and programs that have a demonstrated track record of influencing one or more job quality features (e.g., earnings) through the RFP selection process.
Living Wage and Other Job Quality Ordinances	Policies that require all (or specific types of) contractors to pay a living wage and / or provide other job quality features for their employees (paid time off, healthcare benefits, stable scheduling) as a condition of contracting with the agency, city, county, or state.

Influencing Job Quality Through Procurement

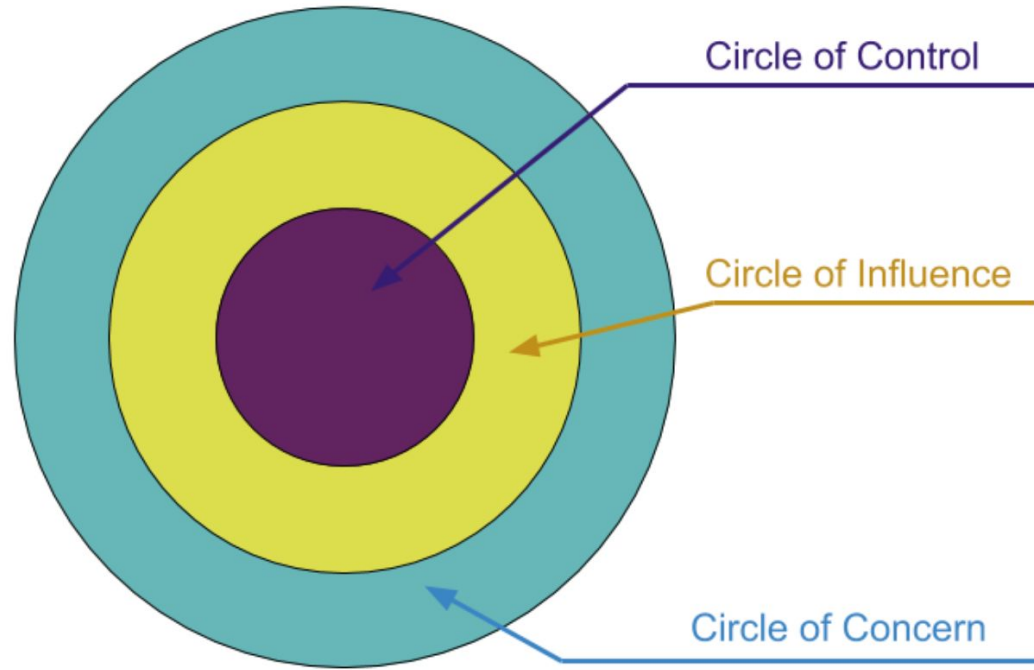
Policy or Practice	Description
Local Hire Requirements or Preferences	Requiring employers on a project to set aside a specific number of jobs for local and/or disadvantaged members of the community. This may include a certain number of entry level / apprentice jobs, for residents of specific zip codes, or that they look to specific workforce agencies that help to staff these individuals for employees as a first source. These can be contract requirements or preference points in a procurement.
Job Quality in Contract Award	Practices that consider the job quality of subrecipient / contractor staff as a significant factor in scoring as part of the selection and contract award process. This may include considering the impact of specific contracting decisions related to allowable expenditures (e.g., staff training / tuition assistance), performance targets and caseload sizes, staffing patterns, and other job design features directly or indirectly impacted by your agencies contracting and reimbursement practices.
Contract Management	Practices such as training and upskilling contractor staff, monitoring the employee satisfaction of contractor staff, considering contractor frontline staff job quality when making contract amendments and information requests of contractors, annual cost of living adjustments, and other contract management practices that can promote job quality of contractors after contract award.



Defining Your Focus - Control and Influence

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Defining Your Focus



Explore Your Areas of Control and Influence

Control	Influence
<ul style="list-style-type: none">• What purchasing/expenses do you control through your budget?• What programs or processes do you currently run?• What content do you manage?• What existing reporting do you produce?• What communication processes do you manage?	<ul style="list-style-type: none">• What tables do you sit at?• What review processes do you participate in?• What training do you deliver?• What commitments have already been made by your leadership?• Which customers/staff members do you interact with regularly?



Learning from the Field: Travis County Better Builder Program

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Guest Speaker



Tenley Aldredge

Director

Contract Compliance, Travis County

Purchasing Office

Procurement Discussion with Tenley

- **What did the process to launch the Better Builder program at the county look like?**
- **What have been some of the greatest challenges in the work?**
- **What lessons learned would you share with other government agencies considering implementing something similar?**



Live Q+A

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Breakout Discussion

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Breakout Discussion Questions

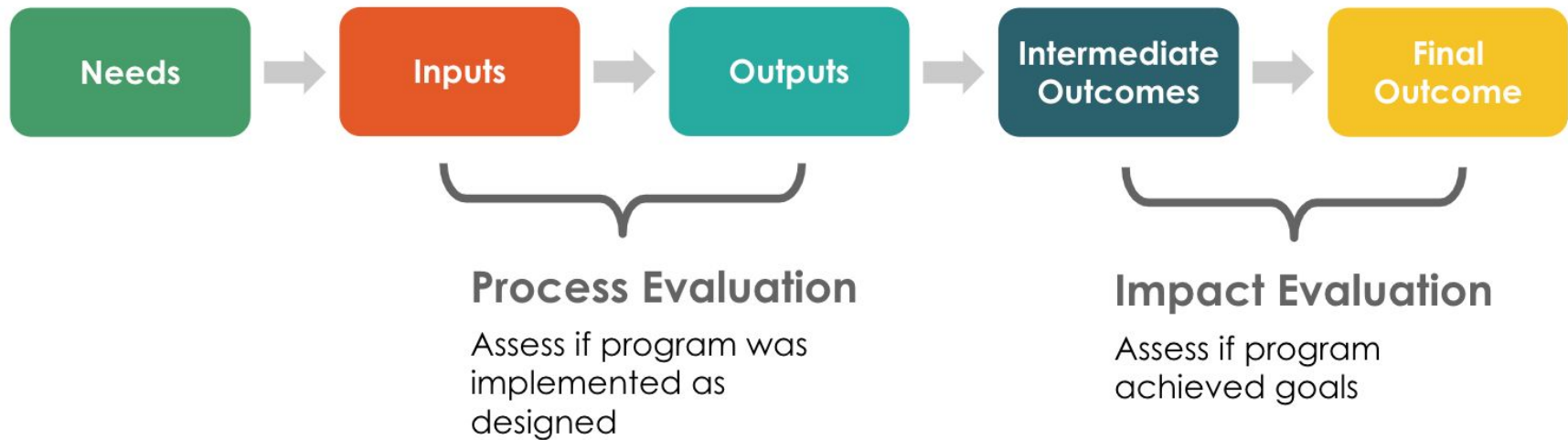
- **How might you introduce or strengthen job quality requirements or incentives in your purchasing, procurement or contract management?**
- **Based on what is within your control, what is one step you can take to move the needle?**
- **What is the biggest challenge you anticipate and how might you address it?**



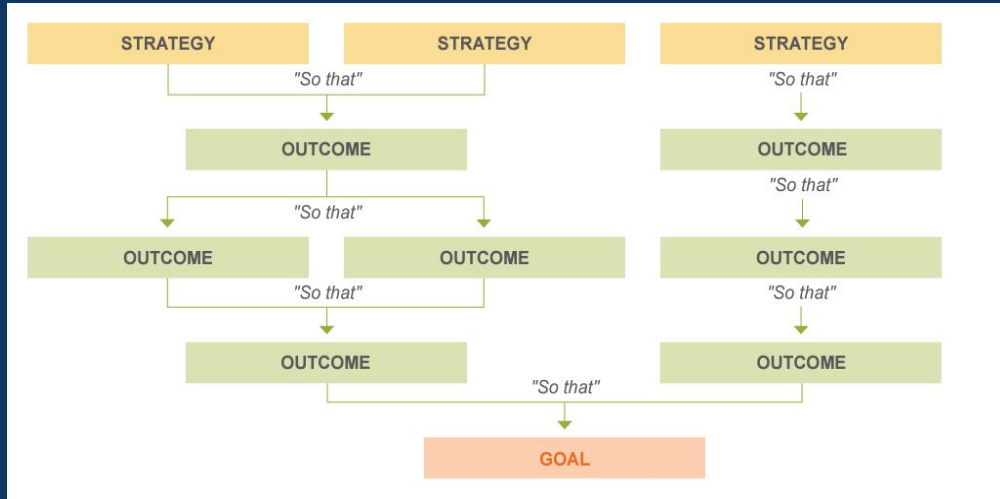
Measuring Procurement

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Theories of Change - Begin with the End in Mind



Theories of Change - Begin with the End in Mind



Example

Strategy: Use procurement process to implement living wage requirements in the area.

So that

Outcome: All awardees are paying their employees a living wage (as it was required to win the bid).

Outcome: All respondents have greater awareness of the importance of living wage and its impact on economic mobility of their staff (by reviewing materials provided in RFP).

So that there is an

Goal: Increase in number or percentage of individuals earning a living wage in the county (Which helps transform the lives of individuals and advances an organization's economic mobility strategy)

Measuring Success Throughout the Process

EPM Stage	Measure Success of the Process
Community Needs and Market Research	<ul style="list-style-type: none"> Track participation and reach of outreach to unearth any gaps Monitor compensation trends to ensure individuals are receiving a living wage for their time
RFP/NGA Strategy Design/Drafting	<ul style="list-style-type: none"> Track provision/use and themes from technical assistance, break down by type of organization Track budget available for training to equip diverse participants to engage in human centered design process Track job quality component data as well as trends in who/what organizations are able to participate
RFP/NGA Promotion	<ul style="list-style-type: none"> Track # of submissions by source and change in diversity of awardees over time Track # of individuals served with funds to better understand full costs the work
Proposal Evaluation	<ul style="list-style-type: none"> Track who is selected to participate in evaluation committees and results by trend to surface any gaps or inequities (e.g. is a BIPOC owned business more likely to be selected when a greater number of BIPOC owned individuals are on the committee)
Negotiation	<ul style="list-style-type: none"> Assess use (#, timing, user) of feedback loops throughout process and adjust where needed - e.g. diversification of mediums, message carriers
Active Contract/Grant Management	<ul style="list-style-type: none"> Provide incentives (financial or process) for co-design of evaluation measures as those carrying out the work know the space best Assess qualitative responses from surveys, interviews and focus groups to identify job quality bright spots and gaps and use to inform contract modifications



Wrap Up & Next Steps

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Next Step Commitments

In the chat please write:

- The action you are committing to complete between now and your next meeting with RFA
- What you need from RFA to be successful

Example: I am committing to understanding what my agency's process and requirements are for updating procurement guidance/documentation. The help I need from RFA is to see sample procurement documents from other agencies.

Upcoming Sessions and Resources

- ✔ Don't forget to review materials and resources following the Convening on the [Fellows Resource Page](#)
- ✔ May 16 & 23, 2:00pm EST - [J-PAL LEVER](#) “Starting your Evidence and Evaluation Journey Workshop”

Fill out interest form at top of page to sign up

- ✔ May 17th, 4:00pm EST - Data Storytelling for Procurement
[Register here](#)

WE WANT TO SUPPORT YOU!

**PLEASE COMPLETE THE QUICK POLL ON THE
SCREEN**



THANK YOU!

Please send any follow-up questions to:

- morgan@results4america.org
- kelsey@results4america.org

Need additional support with your procurement work? Reach out to schedule office hours.