

# A practical exploration of procurement management in colleges and universities under the background of “release management service”

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**Abstract:** The procurement work in colleges and universities has the characteristics of strong policy and professionalism, high social sensitivity and social attention, and high risk, which has always been the focus of college management. Under the background of “management service”, how to do a good job in procurement management has always been a topic that the purchasing managers of colleges and universities must seriously think about and focus on solving. This paper starts with the practice of purchasing management under the background of “discharging management service” of Northeast Normal University, and explores and sorts out 5 practical practices, aiming to provide practical experience support for the purchasing departments in colleges and universities.

**Key words:** Management service; College procurement management; Practice exploration

Under the background of “discharge management service”, the procurement management of colleges and universities, as a systematic project, is the primary goal to stimulate the vitality of innovation and creation. It is necessary to strengthen the effective incentive mechanism and fully mobilize the initiative and creativity of procurement personnel. Streamlining administration and delegating power is the starting point, the combination of delegating management is the means, and optimizing service is the goal. It is necessary to make the reform of “delegating management service” an important part of the reform of the procurement system of colleges and universities, and promote the high-quality procurement guarantee to support the high-quality development of colleges and universities. In recent years, through a series of measures, Northeast Normal University has achieved good performance in the procurement management under the background of “decentralization and management of service”. Based on the practice of purchasing management under the background of “discharging management service” of Northeast Normal University, this paper discusses some practical experiences on the procurement management of colleges and universities in the new era.

## 1. The front line guidance to solve the procurement problems, to ensure accurate service

In order to improve the level of precision service ability, our procurement center has taken a series of measures based on the school’s major activities and the actual situation of the procurement center.

First, we carried out joint discussion and research. At the beginning of every year, in order to find out the actual situation of grassroots procurement and better solve the problems of grassroots procurement, our procurement center will jointly carry out research work with the discipline inspection commission and other departments of the school. The main contents of the research include: propaganda policy and work reminder; Listen to the opinions and suggestions of each unit on the school procurement work; Discuss and discuss with grassroots units and teachers’ representatives to solve the specific procurement problems encountered. By carrying out joint research, the burden of frequent reception of grass-roots units was reduced, the leaders and relevant personnel of grass-roots units were focused on understanding the rules of school related procurement work, and their awareness of responsibility and risk was strengthened, and the governance capacity of grass-roots units was improved. At the same time, through in-depth discussion and exchange of problems facing the problem, the work communication and understanding between relevant departments and between departments and grass-roots units are further enhanced, the problem awareness and service awareness of various functional departments are strengthened, the deep thinking of various functional departments on the work is promoted, and the modernization of the school governance system and governance capacity is promoted.

Second, strengthen the guidance of decentralized procurement. Combined with the annual joint research, in order to improve the standardization level of decentralized procurement in schools, our procurement center will conduct a centralized special inspection and guidance on the original data of decentralized procurement of the panel units over the years and the decentralized procurement norms and systems of grass-roots units. To find the existing problems, on-site guidance and rectification. For the problems that could not be rectified at that time, after the grass-roots units were rectified, our procurement center would organize “look back” in time and give special guidance to the rectification work. Through the “look back” research and guidance, the procurement center sent service to the door, walked into the front line, close to the teacher, intimate service, not only to further improve the teacher’s understanding of the importance of decentralized procurement, familiar with the implementation and archiving of decentralized procurement related requirements and business procedures, but also from the dimension of standardized procurement work, to promote the modernization of the college’s governance ability to provide help.

Third, organize small training. In view of the characteristics of school procurement personnel, large mobility, and difficult centralized training, our procurement center will send professionals to conduct face-to-face business training according to the needs of the majority of teachers, no matter how many personnel, even if it is 1 person. Small training can communicate with purchasing teachers on purchasing

issues face-to-face, which is more targeted and has better training effect, and has been well received by teachers. Since the implementation of the policy of “discharge management service”, our procurement center has organized nearly 300 small trainings, which has greatly promoted the improvement of the purchasing ability of various departments of the school and grass-roots units.

## **2. According to the policy to simplify the procurement process, to ensure efficient service**

In order to better streamline administration and delegate power, facilitate the procurement of teachers, improve procurement efficiency, and promote fair, just, open and transparent procurement, our procurement center has innovatively established a relatively complete and effective working mechanism.

First, innovate the procurement method. Under the background of “management service”, in order to simplify the procurement process and improve service efficiency, our procurement center, according to the policy of the upper document, based on the government procurement method of the Ministry of Education, combined with the actual situation of the school, innovatively launched three procurement methods that are suitable for the actual situation of the school: on-campus bidding, on-campus consultation and targeted procurement. There is no need to negotiate and use one-time quotation, should use the school bidding method; Need to negotiate with more than one supplier on the procurement object, or need to go through two or more rounds of quotation, should adopt the on-campus negotiation method; Those that have policy, particularity, security, confidentiality, continuity requirements or must be purchased from designated suppliers according to the needs of scientific research projects; those that involve the daily work, study and life of teachers and students must or are appropriate to be purchased from designated suppliers; those that the procurement targets come from a single source channel; or those that can only or are appropriate to be purchased from only one supplier due to technical reasons; Can be procured by means of directed procurement. The introduction of the new procurement method greatly facilitates the procurement of teachers and achieves efficient service.

The second is to increase the decentralized procurement quota. In order to fully implement the requirements of the national policy of “decentralization service”, further clarify the process and requirements of decentralized procurement on campus, strengthen supervision and management, consultation and guidance and technical support, constantly standardize decentralized procurement behavior on campus, and improve the efficiency of decentralized procurement and the use of funds. The upper limit of decentralized procurement of goods, services and engineering has been raised to 20 yuan, and the limit of scientific research equipment has been raised to 300,000 yuan. In accordance with the requirements of “shopping around, collective decision-making”, scientific selection of procurement methods, through collective decision-making to determine the suppliers. In accordance with the requirements of “full marking and traceability”, the relevant information formed in the procurement process (including quotation documents, decision-making records, etc.) should be accumulated and preserved in a complete manner, and the documents should be filed in a timely manner for verification. The school has implemented a hierarchical publicity system for decentralized procurement, strengthening the publicity of results, promoting information disclosure, and expanding the supervision of the masses.

Third, establish an emergency procurement system. In order to fully implement the requirements of relevant national documents, strengthen service supervision, optimize procurement process, improve work efficiency, and ensure the smooth handling of emergency matters, the Implementation Rules for Emergency Procurement of Northeast Normal University has been formulated according to relevant national laws and regulations and the “Procurement Management Measures of Northeast Normal University”, combined with the actual situation of the university. The “urgent renovation of scientific research tasks, equipment purchase, experimental consumables and related services procurement matters” into the scope of emergency procurement, added the “scientific research task emergency procurement seat system unit”, to better solve the urgent procurement problems of teachers.

## **3. Summarize the solidifying experience and practice, establish rules and systems, and ensure standardized services**

Establishing rules and regulations is a key step to standardize procurement. In order to ensure the smooth implementation of procurement work and prevent and resolve procurement risks to the maximum extent, our procurement center has established and improved a complete set of sound procurement management system, which provides a solid foundation and guarantee for standardized procurement management.

First, the establishment of procurement specialist service system. In order to further implement the relevant requirements of the state on deepening the reform of “decentralization service”, further strengthen the service function of the procurement center, accurately grasp and actively connect with the procurement needs of grass-roots units, strengthen the communication of procurement information, improve the quality and efficiency of procurement services, improve the precision level of procurement services, and better help the reform and development of schools and the construction of “double first-class”, Our procurement center has established the “Procurement Specialist matching service contact point System”. It has clarified the relevant requirements of the procurement specialist system, the division of contact points and the main responsibilities. Through clear internal division of labor, strengthen responsibility and improve service quality.

Second, establish a system of first asking for responsibility. In order to further strengthen the awareness of responsibility and service awareness of the staff of the procurement center, improve the quality level and work efficiency of procurement services, strive to provide the majority of teachers and students with more enthusiastic, thoughtful, intimate and accurate procurement services, and continue to strengthen the construction of style, combined with the actual work of our procurement center, the “Government procurement and bidding Management Center first question responsible System” has been formulated. It clearly stipulates the basic content of the first inquiry responsibility system,

the responsibilities of the first inquiry responsible person and the work requirements of the first inquiry responsibility system. Through the establishment of the system, improve the service efficiency.

Third, establish a theoretical learning system. In order to improve the ideological level, theoretical level and policy level of all party members, enhance the consciousness, initiative and creativity of the implementation of the Party's line, guidelines and policies, based on the thought of Party building and leading business work, we establish the procurement center to adapt to the characteristics of the unit's work and the actual situation of the theoretical learning normal long-term mechanism, Formulated the "Implementation Measures for the establishment of a long-term mechanism for the normal theoretical learning of Party branches". It clarified the organizational forms and learning requirements of "15 minutes a day" reading activities with the theme of "reading the original, learning the original and understanding the principle", the "learning once a month" exchange activities with the theme of "Research activities" and the "Strong country points competing for the upper reaches" activities with the theme of "Patronizing every day and doing every day". Through strengthening political consciousness, the service level of the procurement industry has been improved.

#### 4. Adopt advanced means to strengthen procurement supervision and ensure clean service

In recent years, procurement management informatization, characterized by big data and "Internet plus government procurement", has developed rapidly. In order to adapt to the requirements of this new situation, based on the sound foundation of system improvement and process standardization, our procurement center has continuously strengthened the service concept of "Let information run more, let teachers run less errands", and further improved the level of procurement management by using advanced information means.

First, the use of enterprise Chumhum software. In order to make the procurement supervision cover the whole time, reduce the procurement risk in the field of decentralized procurement, and strengthen the internal process control, our procurement center draws on the experience and practice of the agency, and uses the enterprise Chumup software in the field of decentralized procurement to review the relationship between the registered suppliers of decentralized procurement. The decentralized procurement projects with relevant relationships will be fed back to the procurement applicant, and the suppliers will be re-selected before being submitted for handling. Through the application of enterprise Chumup software, the risk of decentralized procurement is greatly reduced, procurement safety is ensured, and clean service is achieved.

The second is to add the procurement requirements review module. In response to the problems of insufficient market research and imperfect preparation of procurement requirements in the past procurement process, and to facilitate the paperless office of teachers, our procurement center has added a procurement requirements review module in the cloud Caitong procurement platform, which has printed and signed the previous system and uploaded it into all online operations. At the same time, after the teachers completed the online preparation of the procurement needs, the unit leaders and the procurement center were added to the review process, which ensured that the preliminary market survey of the procurement project was sufficient and the success rate of the procurement project was guaranteed.

Third, the system of special invited supervisors is established. In order to deepen the implementation of the main responsibilities of functional departments, expand the scope of personnel participating in school bidding and procurement work, further enhance the transparency of procurement work, constantly strengthen the mass supervision, ensure the legality of procedures in school bidding and procurement activities and the implementation of the principles of openness, fairness and justice, and constantly improve the quality of school bidding and procurement work, The university has established the system of inviting supervisors for bidding and procurement of Northeast Normal University. The specially invited supervisors shall be constituted according to the principle of seat system. The staff of school leaders, school discipline supervision (discipline inspection, supervision, audit) and procurement management departments shall not be members of the special inspectors.

The fourth is to write a series of manuals for purchasing professionals. In order to make the majority of teachers have a starting point in purchasing, and better provide accurate guidance and services for the procurement work of various units, combined with the spirit of the latest upper documents and the actual procurement work of our school, our procurement center has compiled the manual of "Illustration" Procurement of Eastern Teachers "(series 1-4). Among them, the decentralized procurement, school centralized procurement (non-government procurement), government decentralized procurement, government centralized procurement and other aspects are illustrated in detail, and there are warning cases, which is highly operable. The use of in-depth grassroots research at the same time, for all units of the school to send real procurement business guidance materials, to ensure that each teacher has a copy, really achieved "a book in hand, procurement worry free".

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