

PROCUREMENT PROCEDURES

Section	Finance
Contact	Procurement Manager
Last Review	January 2026
Next Review	January 2029
Approval	SLT 26/01/04

Procedures:

These procedures describe how the University undertakes the full life cycle (Procurement Life Cycle) of procuring goods and services, from identifying an initial need through to establishing a contract for the goods and services. They should be read alongside the Procurement Policy, which sets the overarching principles, thresholds, and governance requirements.

All procurement with a Whole of Life Contract Cost (WoLC) of \$50,000 and over must be managed through Massey's Procurement and Contracts Platform ('the Platform') provided by VendorPanel. Procurement with a WoLC under \$50,000 may be processed through the Platform or via an approved Purchase Order with at least one quotation (note more than one quotation is recommended).

The aims of these procedures are to:

- Plan for great results
- Ensure transparency and fairness.
- Select the right supplier.
- Achieve mutually beneficial agreements.
- Comply with policy requirements.
- Apply processes proportionate to the size, type, and risk of the procurement.

Roles and Responsibilities

There are several roles and responsibilities for the Procurement Life Cycle, including:

Budget Owner	The staff member with the appropriate delegation authority as outlined in the Delegation of Authority Policy.
Contract Manager	the person with responsibility for the procurement requirements, outcomes that will meet business needs and contract management activities (e.g. Department Manager or Operational Lead).
Contract Owner	The person accountable for the budget/cost centre that funds the contract and has delegation to approve contract payments, variations and be a point of escalation should disputes arise. The relevant college, department or portfolio may delegate the procurement to someone with the relevant skills and experience but retains

	accountability for the outcome (e.g. Head of Department, Directors, College Executive Manager or Business Services Managers).
Contract Sponsor	The person responsible for the contract's high-level results. They should be senior level with the authority to make major decisions on behalf of the university e.g. Senior Leadership Team or Executive Director).
Procurement and Contracts Governance Board (PCGB)	provides oversight of approval as per the threshold set out in the Procurement Policy
Subject Matter Experts	provide technical support through the process from specification, design and evaluation.
Tender Evaluation Panel	appointed to evaluate proposals and participate in moderation sessions to agree final consensus scores.
Strategic Procurement & Contract Office (SPCO)	provides resources, advice, and oversight to ensure the procurement process is fair, transparent, and aligned with the Policy and will deliver great outcomes.
Procurement Manager	provides resources, advice, and oversight to ensure the procurement process is fair, transparent, and aligned with the Policy and will deliver great outcomes.

Supplier Panels

Supplier Panels may be established and maintained where ongoing need is identified and approved by the Procurement Manager. Establishing Supplier Panels for key categories is a core part of the procurement approach.

- **Existing AOG Panels:** Where an All-of-Government (AOG) panel exists and is fit for purpose, that panel must be used.

When an AOG panel does not exist, the Strategic Procurement & Contracts Office (SPCO) will lead the following process to establish a Supplier Panel:

- Define and document the purpose of the category and identify the annual spend.
- Engage with stakeholders to clarify the scope, goods and/or services and associated risks.
- Document the Supplier Panel to include the scope, goods and/or services, risks, timeframe, rules for maintaining the panel, contract terms and duration.
- Prepare a Procurement Plan for an open-market RFP for PCGB approval.
- Once approved by the PCGB, release the RFP to the Market, evaluate responses, and complete a Recommendation Report for PCGB approval.
- Following PCGB approval, notify successful suppliers, execute contracts through the Platform, advise unsuccessful suppliers, and offer a debrief
- File all executed contracts in the Platform.
- Publish supplier lists and Supplier Panel documents on the SPCO OneMassey page.
- <https://masseyuni.sharepoint.com/sites/Procurement/SitePages/Procurement-at-Massey.aspx>

Procurement Life Cycle Steps

There are six key steps in the Procurement Life Cycle:

1. Requirements Identification
2. Procurement Planning
3. Approaching the Market
4. Releasing Tender Documents to the Market (e.g., Request for Proposal, Request for Quote)
5. Evaluating Responses
6. Negotiating and Awarding Contracts

Note: Contract Management is covered in the Commercial Contract

Procedure.https://www.massey.ac.nz/documents/1597/Contract_Management_Procedures.pdf

1. Requirements Identification

- The Contract Owner is responsible for identifying and specifying requirements. In some cases, this may be defined and developed in a business case.
- It is essential to clearly articulate what is being purchased to ensure the supply market understands the requirements and can provide clear, unambiguous responses.
- For all ITS-related procurement, consultation with an ITS subject matter expert is required during requirements gathering.

Points to consider include:

- Why is this procurement being undertaken?
- What results or outcomes must be achieved?
 - How will the services be delivered?
 - How much – what quantity or volume is required?
 - Where will the services be delivered?
 - How well – what quality and standards apply?
 - When will the services be delivered – timeframes, key deliverable dates and contract term?
 - Who will be involved?

Refer to **Appendix 1: Defining Requirements** for more detail and guidance

2. Procurement Plan

- Procurement Plans are required for all procurements over Whole of Life Cost (WoLC) \$50,000 or more, with approvals in line with the thresholds set out in the Procurement and Contracts Policies.
- Each Procurement Plan must be proportionate to the procurement requirements. Low-value, simple procurements require less detail, while high-risk, high-value procurements require more comprehensive detail.
- At the start of each Procurement Plan all those involved in the procurement must complete a Conflict of Interest (COI) form.

The Procurement Plan will have the following sections:

Approval	Key stakeholder approval. At a minimum, the Budget Owner must approve the Procurement Plan. Plans requiring PCGB approval must also be endorsed by the Procurement Plan Sponsor and the Procurement Manager.
Background	An overview of what is being purchased and why. For complex procurements, this should be informed by the Requirements Identification. In some cases, an approved Business Plan may provide further information. Completed by the Business Owner or delegate.
Scope	The intention of awarding the contract and the problem being resolved.
Market Analysis	Where relevant Supplier Panels exist, they must be used. If no suitable panel exists, a Market Analysis must be completed to identify possible suppliers and assess the power dependency between supplier and buyer. The SPCO can lead this analysis.
Requirements	A detailed statement of requirements, including start dates and costs. This forms a key part of the Tender document. Completed by the Business Owner or delegate.
Tender Process	The method by which the University approaches the market to invite tender responses. SPCO will advise the most appropriate tender approach (e.g. RFP, RFQ etc).
Evaluation Team	A team of suitably experienced individuals appointed to evaluate tender responses.
Conflict of Interest	Where a Conflict of Interest is identified, a management plan must be completed and signed by the staff member and their direct manager; and approved by the Procurement Manager. The declaration should be updated by the staff member if there are any changes, signed off by their direct manager and approved by the Procurement Manager.
Proposed Timeline	A detailed timeline from the start of the Procurement Plan through to contract negotiation and award.
Evaluation	The evaluation methodology, criteria, weightings, and rating scale.
Contract	Identification of the contract to be accepted for the tender
Contract	Roles and responsibilities for managing contract delivery and performance
Management Plan	reporting. The Contract Owner or delegate is responsible for this plan.
Risk Management	Identification of risks such as financial, operational, legal and regulatory, reputational, and technological (e.g., cybersecurity, obsolescence). Risks must be assessed using the University's Risk Management Framework.

3. Approaching the Market

For procurements requiring a Procurement Plan (WoLC \$50,000 or greater), the proposed approach to the market must be outlined in the Plan and processed through Massey's Procurement and Contract Platform: Vendor Panel.

The key considerations when determining the market approach include:

- Complexity and value
- Risk
- Transparency and fairness
- Maximising opportunity
- Understanding the supply market

There are several ways to approach the market including:

Open Competitive Market	A Request for Proposal (RFP) or Request for Quotation (RFQ) and will be processed through the Platform and advertised on the Government Electronic Tender Service (GETS).
Closed Competitive Market	Where an existing Supplier Panel exists for the relevant category, that panel must be used. The rationale for selecting suppliers invited to respond must be documented in the Procurement Plan. Closed competitive tenders are processed through the Platform.
Competitive Dialogue -	A structured, interactive procurement process tailored for complex, innovative, or high-value projects. It differs from conventional processes by allowing ongoing interaction with selected suppliers to refine requirements, explore solutions, and maximise value for money.
Two Step Market Approach	A structured procurement process involving either (a) a preliminary Expression of Interest (EOI) or Registration of Interest (ROI), followed by a second step in which shortlisted suppliers are invited to submit a full proposal (RFP); or (b) the issue of a Request for Information (RFI) to better understand the market and inform the development of an RFP.
Direct Source	An exemption from a Competitive Procurement Process, permitted only under the circumstances set out in the Policy.

4. Release of Tender Documents to the Market

- Tender Documents must be developed in accordance with the Procurement Plan and released through the Platform's Go-to-Market (GTM) module.
- Supplier queries and responses must be managed centrally through the Platform, with suppliers given sufficient time to submit questions and Massey adequate time to respond.
- For procurements valued at \$250,000 or more, the SPCO Procurement Lead will manage the process.
- All supplier questions and responses must be summarised and included as part of the Recommendation Report.

5. Evaluating the Responses

Where a Procurement Plan has been approved by the PCGB, the evaluation process is as follows:

1. Responses are submitted via the Platform.
2. Compliance with preconditions is confirmed.
3. Eligible responses are distributed to evaluators, pricing withheld initially.
4. Evaluation Team members each score independently.
5. Pricing analysis completed.
6. SPCO chairs the moderation session, recording agreed scores and minutes.
7. Final rankings are compiled.
8. SPCO prepares a Recommendation Report for PCGB approval.

For all ITS-related evaluations and ITS subject matter expert must be a voting member of the Evaluation Team.

Risk and Evaluation Process

- Risk must be assessed in the evaluation process and if an unmitigable risk is identified the evaluation process will halt until the risk is assessed by the appropriate body.
- For ITS systems, risk is assessed by the CISO/Information Security Team.
- For all other Procurement Plans (e.g., those below PCGB approval thresholds) the evaluation process should be proportionate to the procurement's value, complexity and risk. This may range from the lowest-price conforming to a simplified comparative assessment of value and capability.

Where applicable:

1. Responses are submitted via the Platform.
2. Non-compliant responses excluded.
3. Evaluator/s assess responses and document the basis for selection in the Platform.
4. Final ranking compiled and recorded in the Platform for approval by the Contract Sponsor.

All evaluation documentation must be sufficient to demonstrate value for money, fairness, and alignment with the University's Procurement Policy.

6. Negotiating and Awarding Contract

Where a Procurement Plan has been approved by the PCGB, the decision to award is made when the PCGB approve the Recommendation Report. For all other Procurement Plans (e.g. those below PCGB approval thresholds) the award decision is recorded in the Platform.

Before awarding a contract, appropriate due diligence is required and may include:

- Validation of company information
- Assessment of financial health
- Legal and regulatory compliance checks
- Review of operational capability
- Consideration of reputation and Environmental, Social, Governance factors
- Verification and Documentation
- ITS Risk and Security Assessment

Note: Where a supplier has been selected from an established Supplier Panel, further due diligence is not required.

Negotiation Guidance

From time to time, there may need to be further negotiation to finalise the contract. When negotiating a contract, be prepared by:

- Clearly defining your goals, including deal-breakers, points open to compromise, and expected deliverables.
- Prioritising terms such as pricing, timelines, and quality standards.
- If required, establishing a negotiation team that may include SPCO, Legal and subject matter experts.

Award Outcomes

- If a contract cannot be agreed, the next ranked evaluated respondent may be contacted to commence negotiation in consultation with SPCO.
- If a contract cannot be awarded, the procurement process is closed with no contract awarded. All respondents must be advised and provided with the reason.

- If a contract is awarded, all other respondents must be advised and offered a debrief, including feedback on the strengths and weaknesses of their proposal.

Contracts execution:

- Contracts must be fully executed in accordance with the Commercial Contract Policy.
- All executed contracts, supporting documents, schedules and correspondence must be registered and stored in the Contracts Management Module in the Platform.
- Refer to [OneMassey > Procurement at Massey](#) for more details.

Procurement Associated with the Sale of Land and Buildings

Massey University may choose to sell property (land and/or buildings) through either:

1.Appointment of a Real Estate Broker:

- Appointment must follow the standard Competitive Procurement Process.
- The brokerage contract must require the realtor to undertake a competitive open-market process.
- The appointed broker must define the sale fee (fixed or percentage) and marketing fees within their proposal.
- Brokers may not pass on fees from third-party agencies if accepting tenders from other real estate agents.

2. Competitive Market Tender

- Massey University may conduct a competitive market tender, inviting the public, companies (e.g., house removal firms), or multiple real estate brokers to submit sealed bids.
- A Procurement Plan must be prepared outlining the methodology, including appointment of a conveyancing solicitor for land transactions.
- The methodology must define who will be invited to tender, marketing channels or supporting real estate services, scheduled site inspections, conflict of interest management, and the tender submission process.
- Tender submissions must be received by SPCO and opened in conjunction with Estates Management.

Note: The sale of property must comply with the Massey University Asset Disposal and Write-Down Policy.

Definitions:

Conflict of Interest

A conflict of interest is where someone is compromised when their personal interests or obligations conflict with the responsibilities of their job or position. It means that their independence, objectivity or impartiality can be called into question. A conflict of interest can be: actual: where the conflict already exists, potential: where the conflict is about to happen, or could happen perceived: where other people might reasonably think that a person has been compromised.

Procurement Life Cycle

A process that includes:
1.Planning - identifying needs, evaluating options, assessing risks, and establishing procurement plans.

2. **Sourcing** - approaching suppliers through methods such as open tenders, requests for proposals, or panel contracts, and selecting suppliers that deliver best value.
3. **Management** - administering contracts, monitoring supplier performance, managing risks, and evaluating outcomes to inform future procurement.

Expression of Interest (EOI)	A formal document submitted by an individual or organisation to indicate their interest in participating in a project, procurement process, or program, without committing to a full proposal at this stage.
Registration of Interest (ROI)	Similar to an EOI, primarily used to gather information about suppliers in the market. Potential suppliers provide details about their capabilities, experience, and qualifications so the procuring agency can determine suitability. It is not legally binding and may be used to create a shortlist
Request for Information (RFI)	A formal, early-stage procurement tool used to gather broad information from potential suppliers. It enables organisations to understand the market, assess supplier capabilities, and mitigate risks before committing to a purchase or issuing an RFP/RFQ.
Request for Proposal (RFP)	A formal document used to outline project needs and solicit detailed bids from vendors or suppliers. RFPs facilitate a structured, competitive, and transparent procurement process. They are typically used for complex, outcome-based, or technical projects where the primary focus is not price.
Request for Quotation (RFQ)	A formal document and is typically used when the requirements are clear and well-defined. Organisations issue RFQs to multiple suppliers or vendors to obtain competitive pricing and select the most favourable offer based on cost and terms. Unlike broader (RFPs), RFQs mainly focus on price and delivery details rather than solutions or strategies.
Tender Documents	Documents that include EOIs, RFIs, RFP's, RFQs, RFOs, each tailored to gather information, solicit proposals, or obtain pricing from suppliers.
Supplier Panel	A pre-approved list of suppliers for a particular category who meet your organisation's requirements for quality, capability, and reliability.
Whole of Life Cost (WoLC)	The genuine estimate of the total costs Massey will pay over the lifespan of a contract, including all expenses. WoLC includes any rights of renewal available in the contract.

Audience:

These procedures apply to all University employees, contractors or consultants acting on behalf of the University in procuring goods or services (including consultant services).

Related procedures / documents:

Commercial Contract Policy
Commercial Contract Procedures
Risk Management Policy
Risk Management Framework
Conflict of Interest Policy

Document Management Control:

Prepared by: Procurement Manager
Authorised by: DVC University Services
Approved by: SLT 26/01/04
Date issued: January 2026
Last review: January 2026
Next review: January 2029

Appendix 1 Defining Requirements

Your requirements document should be as detailed as possible, but ideally describe the required outcomes, rather than specifying any particular solutions. If you define a solution at this stage, you could miss out on better, more innovative options.

The requirements document should answer:

- Why are we doing this?
- What results do we need to achieve?
- How will the services be delivered?
- How much – what quantity or volume is required?
- Where will the services be delivered?
- How well – what quality and standards apply?
- When will the services be delivered – timeframes, key deliverable dates and term of contract?
- Who will be involved in the delivery?

Your requirements should be:

- Complete
- Unambiguous - avoid jargon, acronyms, vague language, negative statements, and state facts rather than opinions.
- Consistent
- Currently feasible - within budget and timeframes
- Traceable - each requirement can be traced back to a documented need.
- Verifiable - through inspection, demonstration, test or analysis
- Ethical.

Identify mandatory requirements.

Identify whether there are any mandatory requirements that suppliers or providers must be able to meet.

Mandatory requirements could include:

- specific accreditation or approvals required under legislation to provide the services.
- qualifications of personnel delivering services, e.g., hold a current practising certificate from the relevant professional body, or have a certain accreditation or certification (provided these don't create unnecessary obstacles for potential suppliers)
- submitting the proposal or response by the specified timeframe.

Document the deliverables.

- Specifying the requirements will lead to the identification of a deliverable or set of deliverables. A deliverable is a tangible output – something that must be provided under the contract.
- Contract deliverables can be tied to milestones. A milestone is a measurement of progress toward an outcome, e.g., the delivery of a report, or for a social sector project, the implementation of a new training programme, completion of a certain number of courses and follow up with participants at a later date.
- If you adopt a milestone approach, payment to the supplier can be tied to the successful completion of each milestone. This allows for implementation to be tracked and monitored against budget.

Technical specifications

Technical specifications should:

- be specified in terms of performance and functional requirements, rather than design or descriptive characteristics.
- be based on international standards, or national technical regulations, standards or building codes.
- not refer to a trademark, trade name, patent, design or brand – if there's no other way of describing the requirement, include the words "or equivalent".
- Technical specifications must not be prepared using advice from someone who may have an interest in the procurement.

Sustainability

Specify any sustainability requirements or preferences, including strategies to:

- avoid unnecessary consumption, improve efficiency and reduce waste.
- minimise environmental impact over whole of life.
- consider suppliers' sustainability credentials and approach to corporate social responsibility.
- support businesses and industry groups that demonstrate innovation in sustainability.

Te Tiriti o Waitangi Considerations

Consider how the procurement could reflect Massey's commitment to Te Tiriti o Waitangi and its associated principles. Consider opportunities to:

- partner with or support Māori-owned businesses and enterprises.
- enable outcomes that reflect Māori development goals, needs, and aspirations.
- recognise Māori values such as partnership, participation, protection, and manaakitanga within the delivery of goods, services, or works.
- respect and promote Māori language, knowledge, and cultural practices as part of meaningful engagement and delivery.

Identify wider benefits

Consider how you could secure secondary or wider benefits as part of your procurement.

Wider benefits don't need to cost more – it's not about requiring additional services but providing services in a way that produces other social, environmental and economic benefits.

For example:

- if you're procuring training services (the primary objective), you could ask that providers supply information on how they'll contribute to youth skills development (the secondary objective)
- when you're procuring a solution (the primary objective), you could ask that suppliers provide information on their environmental practices (the secondary objective).
- You must follow the Principles of Procurement and avoid creating barriers for international suppliers.

Analyse Risk

Formal risk analysis and risk management can help you to assess potential risks and plan what actions to take to minimise disruptions.

Use Massey's Risk Management Framework, found in [Massey's Policy Library](#).

Health and Safety Requirements

Understanding and analysing health and safety risks in your procurement informs what to include in RFx documents, how you will evaluate responses, what you will document in any resulting contract, and how you will manage the resulting contract.

In the planning phase, you should:

- identify risks in the services and the sector.
- identify risks with physical environments and the work to be undertaken.
- consider the likely need for worker participation.
- identify how these health and safety risks are best managed, mitigated or eliminated.
- consider whether health and safety should form part of evaluation criteria for the procurement and whether a health and safety or technical expert should be on the evaluation panel.
- document health and safety in your procurement plan.