



# Procurement Policy

CCASH/SDALCH Policy and Procedure Manual	<b>Area:</b> Finance	Page 1 of 18
<b>Supersedes Policy Date(s):</b>	Procurement 2008; 2011	
<b>Related Documents:</b>	Purchase Documentation Form	
<b>Approved by:</b>	Executive Director	<b>Reviewed and Approval Date:</b> March 2019

## PURPOSE

The purpose of this policy is to establish the principles for and the context within which the procurement activity will take place for the purchase of goods and services in the business operation of the Society.

The Society is considered to be part of the Broader Public Sector and is required to follow the directives issued under the authority of the *Broader Public Sector Accountability Act (Act)* in respect of its purchasing activities. The foundational principles of the directives are: Quality Service Delivery, Accountability, Transparency, Value for Money, and Process Standardization.

This policy applies to all employees, volunteers, Foster Parents, Board of Directors and students. Where applicable for union employees, the Society is in compliance with the CUPE Local 1797 Collective Agreement.

## POLICY

The Society shall conduct its purchasing and procurement activities ethically in a manner which incorporates the foundational principles of directives issued under the Broader Sector Public Accountability Act. The objective will be to acquire needed goods and services:

- In an efficient, timely and cost effective manner, while maintaining the controls necessary for a public agency, in accordance with the Act.
- Encourages an open and competitive bidding process for the acquisition and disposal of goods and services, and the objective and equitable treatment of all vendors.
- Ensures the best value of an acquisition is obtained. This may include, but not be limited to, the determination of the total cost of performing the intended function over the lifetime of the task, acquisition cost, installation, disposal value, disposal cost, training cost, maintenance cost, quality of performance and environmental impact.
- Procures goods and services with due regard to the preservation of the natural environment and to encourage the use of “environmentally friendly” products and services.

Catholic Children's Aid Society of Hamilton/Société d'aide à l'enfance catholique de Hamilton	
Procurement Policy	Page 2 of 18
Reviewed and Approval Date: March 2019	

## Purchase Exemptions

The nature of certain purchases are exempt from this policy:

- Boarding payments and other per diem amounts paid to foster parents and Outside Paid Resources relating to their ongoing care;
- Periodic recurring payments made to youth and young adults relating to the daily care;
- Period allowance payments relating to children in care;
- Permanency subsidies;
- Registered Education Savings plan contributions and payments under the Ontario Child Benefit Equivalency directive;
- Payments relating to employees' pensions;
- Compensation;
- Purchases arising from a court order or judgement with which the Society must comply;
- Expenditure reimbursement to employees; and
- Utility payments.

## Supply Chain Code of Ethics (Appendix C)

Staff of the Society are expected to conduct all procurement activities in compliance with the *Supply Chain Code of Ethics*, as directed by the Ontario Ministry of Finance, and adopted and approved by the Society's Board of Directors.

This *Supply Chain Code of Ethics* will be:

1. Displayed on the Society's intranet and website so that it is readily available to employees and vendors involved in purchasing.
2. Incorporated into the Society's purchasing documents for vendor review.

## OVERVIEW OF PROCUREMENT

The overall objective is to acquire the goods and services needed to meet Society mandatory requirements at the right time and in the most economical manner, while following the principles and guidelines described.

There are three procurement methods utilized:

1. **Informal:** Used for low dollar, low-risk and routine purchases (catalogue, etc.)
2. **Invitational Competitive:** Any method of requesting a minimum of three qualified suppliers to submit a written proposal in response to the defined requirements.
3. **Open Competitive:** Enables all suppliers to compete in a fair and open environment.

## Segregation of Duties

Segregation of duties is required throughout the procurement process – **See Appendix A**. These areas include budgeting, commitment, requisition, receipt and payment. Responsibility for at least

Catholic Children's Aid Society of Hamilton/Société d'aide à l'enfance catholique de Hamilton	
Procurement Policy	Page 3 of 18
Reviewed and Approval Date: March 2019	

three of the five functional procurement roles must lie with different departments or, at a minimum, with different individuals.

Where it is not feasible to segregate these roles, adequate compensating controls approved by the external auditor must be in place.

### Approval Authority

- The Executive Director and Directors of Finance, Child Welfare Services, and Human Resources are authorized to approve expenditures within the context of the Society's approved budgets.
- The Executive Director is authorized to approve purchase of service contracts within the annual budget.
- Expenditures in excess of \$50,000, which were not anticipated in an approved budget, or unusual or abnormal expenditures must be authorized by the Board of Directors.
- Prior to commencement, any procurement of goods and non-consulting services must be approved by an appropriate authority in accordance with the *Financial Authorization Policy*.

### Consultants and Consulting Services

Prior to commencement, any procurement of consulting services must be approved by the Executive Director. **See Appendix B.**

## COMPETITIVE PROCUREMENT

There are two types of competitive bidding processes:

1. Invitational  
Involves requesting a minimum of three (3) qualified suppliers to submit a written proposal based on the requirements outlined. The request may take the form of email, phone call or other methods to solicit bids.
2. Open  
Enables all suppliers to compete in a fair and open environment related to the contractual purchase or lease of any good or service required by the Society.

### Request for Quotation (RFQ) will be used when:

- Requirements can be readily and completely defined in a specification to the vendors; and
- Best value for the Society can be achieved by an award selection made on the basis of the lowest bid that meets specifications.

### Request for Proposal (RFP) will be used when:

- The requirement is best described in a general performance specification; and
- Innovative solutions are sought from the vendors to achieve the general performance leading to the desired result.

<b>Catholic Children's Aid Society of Hamilton/Société d'aide à l'enfance catholique de Hamilton</b>	
Procurement Policy	Page 4 of 18
Reviewed and Approval Date: March 2019	

**Request for Tender (RFT) will be used when:**

- The item is valued at more than \$100,000;
- Requirement can be readily and completely defined in a specification to the vendors; and
  - Best value for the Society can be achieved by an award selection made on the basis of the lowest bid that meets specifications.
- For each competition, a clear description of the product or service requirement must be prepared and a clear outline of the criteria to be considered must be developed.
- More than one supplier may be selected where it is in the best interests of the Society. The bid solicitation should specify that more than one supplier may be chosen.
- The Director of Finance (or authorized designate) shall ensure quote submissions are reviewed and that all specifications of the quote are met.
- The Society reserves the right to accept or reject any submission.
- Orders cannot be split to circumvent this policy.
- Closing dates and times will be clearly stated in the documentation. Any submission received after the closing time will be returned to the vendor unopened.
- To ensure consistency through the proposal process, all communication with bidders shall be through a single designated staff member.
- In general, procurement documentation should avoid naming specific products or brands, unless there is a valid purpose such as to avoid unacceptable risk. In these situations, the rationale for the choice of the specific product will be documented.
- The Director of Finance shall be responsible for arranging for the opening of tender bids at the time and date specified by the tender call. There shall be at least two senior managers in attendance at that time.

**Information Gathering**

Where results of informal supplier or product research are insufficient, formal processes such as a Request for Information (RFI) or Request for Expression of Interest (RFEI) may be used if warranted, taking into consideration the time and effort required to conduct them.

A response to RFI or RFEI must not be used to pre-qualify a potential supplier and must not influence the chances of the participating suppliers from becoming the successful proponent in any subsequent opportunity.

**Supplier Pre-Qualification/Vendor of Record**

The Society, at its option, may choose to pre-qualify vendors; gather information about supplier capabilities in advance of expected future competitive procurements.

The pre-qualification process requires an assessment by a Selection Committee (composed of three (3) senior Society staff) of the possible bidders based on pre-established criteria which may include:

- Brief outline of the size of the firm and range of experience with not-for-profit organizations;
- Experience in providing services to child welfare organizations; and/or
- Specific qualifications of staff who might be assigned to provide services to the Society.

<b>Catholic Children's Aid Society of Hamilton/Société d'aide à l'enfance catholique de Hamilton</b>	
Procurement Policy	Page 5 of 18
Reviewed and Approval Date: March 2019	

Firms seeking pre-qualification will be required to submit a letter of qualification which responds specifically to the pre-established criteria.

The Society may participate with the Provincial Government, other government agencies or public authorities in co-operative purchasing arrangements where it is in the best interests of the Society to do so. The decision to participate will be made by either the Executive Director (or authorized designate) or the Director of Finance.

The policies of the government agencies or public authorities calling the co-operative tender are to be the accepted Policy for that particular tender.

#### **Posting Competitive Procurement Documents**

Calls for open competitive procurement must be made through an electronic tendering website such as MERX, which is accessible to Canadian suppliers. Multiple respondents are to be sought.

#### **Timelines for Posting Competitive Procurements**

Postings are to be for a minimum of fifteen (15) calendar days and a minimum of thirty (30) days if procurement needs are a higher value, complexity or risk.

#### **Bid Receipt**

Closing dates and times will be clearly stated in the documentation. Any submission received after the closing time will be returned to the vendor unopened.

#### **Evaluation Criteria**

To achieve best value, the award selection will be based on a point system outlined in an evaluation matrix involving a combination of mandatory and desirable requirements.

The Executive Director (or authorized designate) shall identify appropriate evaluation criteria for use in the RFQ, RFP or RFT. The evaluation methodology and process used will be disclosed in the proposal call. Cost will always be included as a factor, as best value includes both quality and cost.

#### **Evaluation Process Disclosure**

Competitive procurement documents must fully disclose the evaluation methodology and process to be used in assessing submissions, including the method of resolving tie score.

Competitive procurement documents must state that submissions that do not meet the mandatory criteria will be disqualified.

#### **Evaluation Team**

Competitive procurement processes require an evaluation team responsible for reviewing and rating the compliant bids.



<b>Catholic Children's Aid Society of Hamilton/Société d'aide à l'enfance catholique de Hamilton</b>	
Procurement Policy	Page 6 of 18
Reviewed and Approval Date: March 2019	

The team should be composed of a minimum of two (2) senior managers, who shall review all proposals against the established criteria.

#### **Evaluation Matrix**

Each evaluation team member must complete an evaluation matrix, rating each of the submissions. Records of evaluation scores must be retained for audit purposes.

Evaluators must ensure that everything they say or write about submissions is fair, factual, and fully defensible.

#### **Winning Bid**

The submission that receives the highest evaluation score and meets all mandatory requirements set out in the competitive procurement document must be declared the winning bid.

#### **Non-Discrimination**

There must be no discrimination or preferential treatment in awarding a contract to a supplier as a result of a competitive procurement process.

#### **Executing the Contract**

An agreement between the Society and the successful supplier must be formally defined in a signed written contract before the provision of supplying goods or services commences.

#### **Establishing the Contract**

The contract must be finalized using the form of agreement that was released with the procurement documents.

Contract terms shall typically be three to five years with options to open the contract if benchmarks are not met.

#### **Termination Clauses**

All contracts must include appropriate cancellation or termination clauses. The Society may seek legal advice on the development of such clauses.

When conducting complex procurements, it is advised to use contract clauses that permit cancellation or termination at critical project life-cycle stages.

#### **Terms of Agreement Modifications**

The term of the agreement and any options to extend the agreement must be set out in the competitive procurement documents. Approval by an appropriate authority must be obtained before executing any modifications to the term of agreement.

<b>Catholic Children's Aid Society of Hamilton/Société d'aide à l'enfance catholique de Hamilton</b>	
Procurement Policy	Page 7 of 18
Reviewed and Approval Date: March 2019	

Extending the term of agreement beyond that set out in the competitive procurement document amounts to non-competitive procurement where the extension affects the value and/or stated deliverables of procurement.

#### **Contract Award Notification**

For procurements valued at \$100,000 or more, contract award notification must be posted in the same manner as the procurement documents were posted. The notification must be posted after the agreement with the successful supplier is executed. Contract award notification must list the name of the successful supplier, agreement start and end dates, and any extension options.

#### **Supplier Debriefing**

For procurements valued at \$100,000 or more, all unsuccessful suppliers must be informed about their entitlement to a debriefing.

#### **Bid Dispute Resolution**

Competitive procurement documents must outline bid resolution procedures to ensure that any dispute is handled in an ethical, fair, reasonable, and timely fashion.

A bidder who has already submitted a bid may submit a further bid at any time up to the official closing time and date specified by the request call. The last bid received shall supersede and invalidate all bids previously submitted by that bidder.

A bidder may withdraw their bid at any time up to official closing time with a signed letter.

Bidders may be requested to supply a list of all sub-contractors to be employed on a project. Any changes to the list of sub-contractors, or addition thereto, must be approved by the Purchaser.

#### **No Acceptable Bid or Equal Bids Received**

1. When all the bids exceed the Society's budget, or do not meet the requirements, or do not represent fair market value, a revised solicitation will be issued.
2. The Executive Director (or authorized designate) may waive the need for a revised bid solicitation and enter into negotiations with the lowest responsive bidder, under the following circumstances:
  - a. The total cost of the lowest responsive bid is in excess of the funds approved by the Society for the project;
  - b. The Executive Director or authorized designate is able to justify, in writing, that the changes required to achieve an acceptable bid will not change the general nature of the requirement described in the bid solicitation; and
  - c. The method of negotiation shall be those accepted as standard negotiating procedures that employ ethical public procurement practices. The Society has the right to cease negotiations and reject any offer.

<b>Catholic Children's Aid Society of Hamilton/Société d'aide à l'enfance catholique de Hamilton</b>	
Procurement Policy	Page 8 of 18
Reviewed and Approval Date: March 2019	

3. If two equal bids are received, the Society will offer an opportunity for bidders to re-bid. Should a tie persist, the following factors will be considered:
  - a. Prompt payment discount.

#### **Only One Bid Received**

1. If only one bid is received, but the Executive Director (or designate) feels more bids could be secured, the bid may be returned unopened to the bidder and the RFP/RFQ/RFT sent out again at a later date. The bidder will be informed that this is the plan.
2. If only one bid is received, the Executive Director (or designate) may recommend opening and evaluating the bid and awarding the bidder the purchasing contract if it is acceptable. If the bid is not acceptable, the procedures set out under "No Acceptable Bid" are to be followed.

### **NON-COMPETITIVE PROCUREMENT**

A competitive procurement process should be employed to achieve optimum value for money. It is recognized, however, that special circumstances may require the use of non-competitive procurement.

There may be situations when a competitive procurement process is not possible or fitting:

- Where competition is precluded due to the application of any Act or legislation or because of the existence of patent rights, copyrights, technical secrets or controls of raw material;
- Where due to unusual market condition, the goods, services or construction required are in short supply;
- Where only one source of supply would be acceptable and cost effective;
- Where the goods, services or construction can only be supplied by a particular supplier and no alternative exists;
- Where, due to security or confidentiality issues, it would not be in the public interest to solicit competitive bids; or
- In the event of an emergency, as defined below.

The reasoning for using a non-competitive process should be documented.

### **PROCUREMENT IN EMERGENCIES**

An emergency includes a situation presenting imminent or actual danger to the life, health or safety of employees or others acting on the Society's behalf, or imminent or actual danger of damage to or destruction of property belonging to the Society.

Where, in the opinion of two senior managers, an emergency has occurred, the Society may initiate a purchase order in excess of the preauthorized expenditure limit. The justification for the exception is to be fully documented and included in the appropriate files.



<b>Catholic Children's Aid Society of Hamilton/Société d'aide à l'enfance catholique de Hamilton</b>	
Procurement Policy	Page 9 of 18
Reviewed and Approval Date: March 2019	

## CONTRACT MANAGEMENT

Procurements and the resulting contracts must be managed responsibly and effectively.

Payments must be made in accordance with provisions of the contract. All invoices must contain detailed information sufficient to warrant payment. Any overpayments must be recovered in a timely manner. Expenses claimed and reimbursed must be explicitly provided for in the contract.

Assignments must be properly documented. Supplier performance must be managed and documented, and any performance issues must be addressed.

## PROCUREMENT DOCUMENTATION AND RECORDS RETENTION

1. All acquisitions greater than \$3,000 shall be documented, including the issuance of a Purchase Order. More expensive acquisitions require more detailed levels of documentation. This may include contracts, analysis and rationale for the decision made.
2. Internal Form *Purchase Documentation* should be used to summarize the society requirements, details of the quotes, rationale for selection, and approval for the purchase.
3. For reporting and auditing purposes, all procurement documentation must be retained in a recoverable form for a period of seven years.
4. A designated member of each selection committee shall forward to the Executive Director (or authorized designate), an evaluation summary of the procurement, as well as the Selection Committee's recommendation for award of contract to the supplier with the highest score in the evaluation.
5. With RFT's, the Director of Finance shall forward to the Executive Director (or authorized designate), a summary of the bids and recommend the award of contract to the lowest responsive bidder, subject to review by the Executive Director (or authorized designate) regarding specifications and contractor performance.
6. The Director of Finance shall be responsible for the safeguarding of original purchasing and contract documentation for the contracting of goods or services for which the award is made by delegated authority.
7. Supporting documentation (e.g., contracts, purchase justification, quotations, etc.) shall be attached to the detailed invoices and included in the appropriate paid invoice files.

<b>Catholic Children's Aid Society of Hamilton/Société d'aide à l'enfance catholique de Hamilton</b>	
Procurement Policy	Page 10 of 18
Reviewed and Approval Date: March 2019	

8. The Executive Director (or authorized designate), in reviewing the documentation shall ensure:
  - a. Value analysis is provided to compare options or choices;
  - b. Specifications have been thought out to provide the best value; and
  - c. The analysis is documented and filed.
  
9. Documentation for the acquisition of professional services must include:
  - a. The basis on which the professional firm or individual was selected, and an itemized account of the fees.
  - b. A formal written agreement which includes a detailed account of the services to be provided and how payment will be charged.
  
10. Periodic evaluations of results achieved from professional services should be performed and documented to ensure fulfilment of services are being met. All invoices will contain sufficient details to assess the appropriateness and reasonableness of amounts billed.

#### **EXCLUSION OF BIDDERS DUE TO POOR PERFORMANCE**

The Executive Director (or authorized designate) shall document rationale where the performance of a supplier has been unsatisfactory in terms of failure to meet contract specifications, terms and conditions or for health and safety violations. Under these circumstances, the Director of Finance may prohibit an unsatisfactory supplier from bidding on future contracts for a period of up to five (5) years.

#### **RECEIPT OF GOODS**

The Society shall:

1. Arrange for the prompt inspection of goods on receipt to confirm conformance with the terms of the contract;
2. Rectify discrepancies immediately; and
3. Coordinate an appropriate course of action for any non-performance or discrepancies.

#### **CONFLICT OF INTEREST**

The agency will monitor any conflict of interest that may arise as a result of any employee, member of the Board of Directors, volunteer, Foster Parent, external consultant, or supplier involvement with the Supply Chain Activities. Individuals involved with the Supply Chain Activities must declare actual or perceived conflicts of interest. Where a conflict of interest arises, it must be evaluated and an appropriate mitigating action must be taken.

#### **DEFINITIONS**

See Appendix D for a list of definitions.


<b>Catholic Children's Aid Society of Hamilton/Société d'aide à l'enfance catholique de Hamilton</b>	
Procurement Policy	Page 11 of 18
Reviewed and Approval Date: March 2019	

## APPENDICES

- Appendix A – Segregations of Duties Chart
- Appendix B – Competitive Thresholds
- Appendix C – Supply Chain Code of Ethics Statement
- Appendix D – List of Definitions

## REFERENCE

- Public Sector Accountability Act
- Broader Public Sector Perquisites Directive
- Collective Agreement, CUPE Local 1797
- CCASH Financial Authorization Policy

Approved by: 	Date <u>March 26/19</u>
Executive Director	

**APPENDIX A**

**SEGREGATION OF DUTIES CHART**

<b>Procurement Roles</b>	<b>Society Position</b>	<b>Documentation</b>
Budgeting	Director of Finance	Society budget as approved by the Board of Directors
Commitment	Supervisor or Director per delegation of financial authority	A signed contract, purchase order, or document noting commitment made
Requisition	<ul style="list-style-type: none"> <li>• Office operations (e.g., office supplies) - staff in each area</li> <li>• Building operations (e.g., janitorial supplies and maintenance) - Property Supervisor</li> <li>• Client needs - worker based on budget and commitment approved by Supervisor or Director, as required per delegation of financial authority</li> </ul>	Documentation per procurement thresholds
Receipt	<ul style="list-style-type: none"> <li>• Office Operations - administrative staff in each area</li> <li>• Building operations - Property Supervisor</li> <li>• Client needs - client in care/foster parent and confirmed by worker</li> </ul>	Packing slip or other document that includes the detail of items procured; signed by the person who can confirm what has been received.
Payment	<ul style="list-style-type: none"> <li>• Accounts payable - finance staff prepares payment.</li> <li>• Director of Finance completes payment process.</li> </ul>	Invoice authorized for payment per the delegation of financial authority and matched to purchase document and packing slip or signed receipt.

**APPENDIX B**

**COMPETITIVE THRESHOLDS**

**Non Consulting Services, and Construction – Competitive Thresholds**

<b>Total Procurement Value</b>	<b>Procurement Process</b>	<b>Minimum Number of Competitive Quotes Required</b>
< \$1,000	Non Competitive	Not Required
\$1,000 to \$9,999	Invitational Competitive	Two (2)
\$10,000 to \$99,999	Invitational Competitive	Three (3)
\$100,000 or more	Open Competitive	Formal Tender Process

**Consulting and Consulting Services – Competitive Thresholds**

<b>Total Procurement Value</b>	<b>Procurement Process</b>	<b>Minimum Number of Competitive Quotes Required</b>
< \$100,000	Invitational Competitive	Contract
\$100,000 or more	Open Competitive	Contract



<b>Catholic Children's Aid Society of Hamilton/Société d'aide à l'enfance catholique de Hamilton</b>	
Procurement Policy	Page 14 of 18
Reviewed and Approval Date: March 2019	

## **APPENDIX C**

### **ONTARIO BROADER PUBLIC SECTOR (BPS) SUPPLY CHAIN CODE OF ETHICS**

**Goal:** To ensure an ethical, professional and accountable Broader Public Sector supply chain.

#### **I. Personal Integrity and Professionalism**

Individuals involved with Supply Chain Activities must act, and be seen to act, with integrity and professionalism. Honesty, care and due diligence must be integral to all Supply Chain Activities within and between the Catholic Children's Aid Society and other Broader Public Sector Organizations, suppliers and other stakeholders. Respect must be demonstrated for each other and for the environment. Confidential information must be safeguarded. Participants must not engage in any activity that may create, or appear to create, a conflict of interest, such as accepting gifts or favours, providing preferential treatment or publicly endorsing suppliers or products.

#### **II. Accountability and Transparency**

Supply Chain activities must be open and accountable. In particular, contracting and purchasing activities must be fair, transparent and conducted with a view to obtaining the best value for public money. All participants must ensure that public sector resources are used in a responsible, efficient and effective manner.

#### **III. Compliance and Continuous Improvement**

Individuals involved with purchasing or other supply chain activities must comply with this Code of Ethics and the laws of Canada and Ontario. Within available resources, the Society shall undertake to work continually to improve supply chain policies and procedures, to improve supply chain expertise and skill and to share leading practices.

## APPENDIX D

### DEFINITIONS

<b>Approval Authority</b>	Power/authority to a position within the Society to commit the Society to a binding contract, put it into debt, or to take on a financial risk/obligation.
<b>Award</b>	The formal notification to a vendor of acceptance of a proposal, quotation or tender that brings a contract into existence.
<b>Blanket purchase contract</b>	Any contract for the purchase of goods and services which will be required frequently or repetitively but where the exact quantity of goods and services required may not be precisely known or the time period during which the goods and services are to be delivered may not be precisely determined.
<b>Bid</b>	A proposal, quotation or tender submitted in response to a solicitation from the Society. A bid covers the response to any of the three principal methods of soliciting bids, i.e., Request for Proposal, Request for Tender and Request for Quotation.
<b>Bid Protest</b>	A dispute raised against the methods employed or decisions made by a contracting authority in the administration of a proposal, tender, or quotation process.
<b>Competitive Procurement</b>	A set of procedures for developing a procurement contract through a bidding or proposal process. The intent is to solicit fair, impartial, competitive bids.
<b>Conflict of Interest</b>	A situation in which financial or other personal considerations have the potential to compromise or bias professional judgment and objectivity. An apparent conflict of interest is one in which a reasonable person would think that the professional's judgment is likely to be compromised.
<b>Construction</b>	Construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials, the supply of equipment and machinery if they are included in and incidental to the construction, and the installation and repair of fixtures of a building, structure or other civil engineering or architectural work but does not include professional consulting services related to the construction contract unless they are included in the procurement.
<b>Consultant</b>	A person or entity that under an agreement, other than an employment agreement, provides expert or strategic advice and related services for consideration and decision-making. A consultant provides expert or

strategic advice related to operational consideration and decision-making and not to clinical or case management decision making. A consultant does not include services associated with implementing projects once a strategic decision has been made by Management.

**Consulting Services**

The provision of expertise or strategic advice that is presented for consideration and decision-making. Consulting Services provide advice for operational consideration and decision making and not in relation to clinical or case management services.

**Contract**

Written or spoken agreement, between the vendor and the Society that is intended to be enforceable by law.

**Designated Broader Public Sector Organization**

An organization to which Section 12 of The *Broader Public Sector Accountability Act, 2010* applies.

**Electronic Tendering System**

A computer-based system that provides suppliers with access to information related to open competitive procurements.

**Evaluation Criteria**

A benchmark, standard or yardstick against which accomplishment, conformance, performance and suitability of an individual, alternative, activity, product or plan is measured to select the best supplier through a competitive process. Criteria may be qualitative or quantitative in nature.

**Evaluation Matrix**

A tool allowing the evaluation team to rate supplier proposals based on multiple pre-defined evaluation criteria.

**Evaluation Team**

A group of individuals designated/responsible or evaluating a particular bid. The evaluation team would typically include representatives from the Organization and staff members who are familiar with the requirements of the Agency with respect to the purchase.

**Invitational Competitive Procurement**

Any form of requesting a minimum of three (3) qualified suppliers to submit a written proposal in response to the defined requirements outlined by an individual/organization.

**Offer**

A promise or a proposal made by one party to another, intending the same to create a legal relationship upon the acceptance of the offer by the other party.

**Procurement**

Acquisition by any means, including by purchase, rental, lease or conditional sale, of goods or services.

**Procurement Card (P-Card)**

An organizational credit card program primarily used for low-cost, non-inventory, non-capital items, such as office supplies. The card allows procurement or field employees to obtain goods and services without going

through the requisition and authorization procedure. P-cards may be set up to restrict use to specific purchases with pre-defined suppliers or stores, and offer central billings.

**Procurement Value** the estimated total financial commitment resulting from procurement, taking into account optional extensions

**Professional Service Supplier** A supplier of services requiring professional skills for a defined service requirement including: Lawyers, Psychologists, management and financial consultants; and firms or individuals having specialized competence in planning or other disciplines.

**Purchase Order (PO)** A written offer made by the Society to a supplier formally stating the terms and conditions of a proposed transaction. Refer to Society template.

**Purchase Requisition** A written or electronically produced request in an approved format and duly authorized to obtain goods or services.

**Request for Expressions of Interest (RFEI)** A document used to gather information on supplier interest in an opportunity or information on supplier capabilities/qualifications. This mechanism may be used when a BPS organization wishes to gain a better understanding of the capacity of the supplier community to provide the services or solutions needed. A response to a RFEI must not pre-qualify a potential supplier and must not influence their chances of being the successful proponent on any subsequent opportunity.

**Request for Information (RFI)** A document issued to potential suppliers to gather general supplier, service or product information. It is a procurement procedure whereby suppliers are provided with a general or preliminary description of a problem or need and are requested to provide information or advice about how to better define the problem or need, or alternative solutions. A response to an RFI must not pre-qualify a potential supplier and must not influence their chances of being the successful proponent on any subsequent opportunity.

**Request for Proposal (RFP)** A document used to request suppliers to supply solutions for the delivery of complex products or services or to provide alternative options or solutions. It is a process that uses predefined evaluation criteria in which price is not the only factor.

**Request for Supplier Qualifications (RFSQ)** A document used to gather information on supplier capabilities and qualifications, with the intention of creating a list of pre-qualified suppliers. This mechanism may be used either to identify qualified candidates in advance of expected future competitions or to narrow the field for an immediate need. Organizations must ensure that the terms and conditions built into the RFSQ contain specific language that disclaims any obligation on the part of the Organization to call on any supplier to provide goods or services as a result of the pre-qualification

<b>Requisition</b>	A formal request to obtain goods or services made within an Organization, generally from the end-user to the procurement department.
<b>Sealed Bid</b>	A formal sealed response received as a part of a quotation, tender or proposal.
<b>Segregation of Duties</b>	A method of process control to manage conflict of interest, the appearance of conflict of interest, and errors or fraud. It restricts the amount of power held by any one individual. It puts a barrier in place to prevent errors or fraud that may be perpetrated by one individual.
<b>Supplier Debriefing</b>	A practice of informing a supplier why their bid was not selected upon completion of the contract award process.
<b>Supply Chain Activities</b>	The planning and management of all activities involved in the sourcing and procurement of goods and services.
<b>Trade Agreements</b>	Any applicable trade agreement to which Ontario is a signatory.
<b>Vendor of Record</b>	(VOR) is a procurement arrangement resulting from a fair, open, transparent and competitive process that authorizes one or more qualified vendors to offer specific goods or services for a defined period of time on terms and conditions, including pricing and/or discounting, as set out in a particular VOR agreement.