



CHILDREN’S AID SOCIETY OF ALGOMA POLICY MANUAL

ADMINISTRATIVE RESOURCES

Section: Finance

Subject: Procurement of Goods & Services and Professional Services

Licensing Requirement/Standard #: The Boarder Public Sector Procurement Directive: April 1, 2011

PURCHASE AND PROCUREMENT POLICY

INDEX

1.0	PURPOSE.....	2
2.0	APPLICATION OF POLICY.....	2
3.0	EXCEPTIONS & EXEMPTIONS.....	2
4.0	DEFINITIONS.....	3
5.0	CODE OF ETHICS.....	3
	5.1 PERSONAL INTEGRITY AND PROFESSIONALISM.....	3
	5.2 ACCOUNTABILITY AND TRANSPARENCY.....	3
	5.3 COMPLIANCE AND CONTINUOUS IMPROVEMENT.....	3
6.0	SEGREGATION OF DUTIES.....	4
7.0	APPROVAL AUTHORITY.....	4
8.0	COMPETITIVE PROCUREMENT THRESHOLDS.....	4
	8.1 COMPETITIVE PROCUREMENT OF GOODS & NON CONSULTING SERVICES.....	4
	8.2 NON-COMPETITIVE PROCUREMENT OF GOODS & NON-CONSULTING SERVICES.....	5
	8.3 CONSULTING SERVICES.....	5
9.0	OTHER SUPPLY CHAIN MANAGEMENT ACTIVITIES	5
	9.1 INFORMATION GATHERING	5
	9.2 SUPPLIER PRE-QUALIFICATION.....	5
	9.3 COMPETITIVE BID DOCUMENTS.....	6
10.0	EVALUATION OF BID.....	6
	10.1 COMPETITIVE PROCUREMENT DOCUMENTS.....	6
	10.2 EVALUATION PROCESS.....	7
	10.3 ESTABLISHING & AWARDED CONTRACTS.....	7
	10.4 NON-COMPETITIVE PROCUREMENT.....	8
	10.5 CONTRACT MANAGEMENT.....	9
11.0	CONFLICT OF INTEREST.....	9
	Appendix “A” Exemption and Exceptions to Competitive Procurement.....	10
	Appendix “B” Definitions.....	12

See procurement documentation file in policy directory for Tools and Templates

POLICY

1.0 PURPOSE

The purpose of this procurement policy is to ensure all goods and services achieve value for money and are procured by the Society in an open, fair, and transparent manner.

The policy is based on the following key principles:

- Accountability – The Society must be accountable for the results of its procurement decisions and the appropriateness of the processes.
- Transparency – The Society must be transparent to all stake holders. Wherever possible, stakeholders must have equal access to information on procurement opportunities, processes and results.
- Value for Money – The Society must maximize the value it receives from the use of public funds. A value-for-money approach aims to deliver goods and services at the optimum total lifecycle.
- Quality Service Delivery – Front-line services provided by the Society must receive the right product, at the right time, in the right place.
- Process Standardization - Standardized processes remove inefficiencies and create a level playing field.

2.0 APPLICATION OF THIS POLICY

This policy applies to Board Members, Senior Executives, and any employees (or their equivalent) of the Society.

This policy applies to all goods, construction, and services, including, but not limited to, IT consulting services acquired by the Society.

The provisions of the trade/contract agreements apply to goods and services, consulting and professional services. The following additional policies deal separately with specific types of acquisition and must be followed, where applicable, in addition to this policy:

- *Spending Authority Policy AR-Fin-Acct.2*
- *Fleet Management Policy AR-Fin-Acct.25*
- *Credit Card Policy AR-Fin-Acct.15*
- *Travel Expenses Policy AR-Fin-Acct.6*
- *Tendering for Banking AR-Fin-Acct.10*
- *Tendering for Auditors AR-Fin-Acct.9*

In the event of any conflict or inconsistency with the above listed policies and this policy, this policy shall prevail.

3.0 EXCEPTIONS & EXEMPTIONS TO THIS POLICY

Refer to Appendix "A" for exceptions and exemptions to this policy.

Where the Society has relied on an exception or exemption to this policy, the rationale for the exception or exemption must be formally documented.

Exemptions and exceptions relate to the procurement of the goods/or services only. All other requirements of the policy apply, including documentation, contract management, supplier management, etc.

Supporting Forms – see Tools & Templates (Requirement #21 – sec. 7.2.21):

Non Competitive Approval Form for documentation purposes
Business Case Template Procurement Exemptions
Agreement on Internal Trade Compliance Checklist
Agreement on Internal Trade

4.0 DEFINITIONS

Refer to Appendix “B” for definitions.

5.0 CODE OF ETHICS

Members of the Society are expected to conduct all supply chain activities in compliance with the Supply Chain Code of Ethics, adopted and approved by the Society’s Board of Directors.

This Code of Ethics will be

- Displayed throughout the Society’s premises for staff involved in the purchasing function via the website
- Incorporated into the Society’s purchasing documents for vendor review and direct vendors to review the website

5.1 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 BPS 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.

5.2 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.

5.3 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. Individuals should continuously work to improve supply chain policies and procedures, to improve their supply chain knowledge and skill levels, and to share leading practices.

6.0 SEGREGATION OF DUTIES (Requirement #1 – sec. 7.2.1)

The Society must segregate at least three of the five functional procurement roles: Budgeting, Commitment, Requisitioning, Receipt, and Payment. The roles must lie with different departments or, at minimum with different individuals.

The segregation of duties prevents any one person from controlling the entire procurement process. The Society will segregate at least three of the five functional procurement roles.

Functional Role	Responsibility	Accountable Party
Requisition	Authorize the procurement department to place order	Customer requesting the product or service
Budgeting	Authorize that funding is available to cover the cost of the order	Departmental budget holder
Commitment	Authorize release of the order to the supplier under agreed contract terms	Purchasing role for the procurement
Receipt	Authorize that the order was physically received, correct and complete	Individual receiving the goods
Payment	Authorize release of payment to the supplier	Accounts payable role within the Finance Department

7.0 APPROVAL AUTHORITY (Requirement #2 – sec. 7.2.2)

See Spending Authority Policy AR-Fin-Acct.2 for type of procurement spending limits and authority or delegation of financial levels of authority.

8.0 Competitive Procurement Thresholds (Requirement #3 – sec. 7.2.3)

8.1 Competitive Procurement of Goods & Non Consulting Services

In determining the appropriate procurement methodology to ensure best value for money and compliance with the BPS Procurement Directive, the total value of procurement includes cost of freight and installation but not taxes. For multi-year procurements, the total procurement value is equal to the total projected value for the entire period of the anticipated agreement including optional renewals. Multiple purchases may not be used to circumvent competitive procurements.

Goods, Non Consulting Services and Construction

Total Procurement Value	Means of Procurement	Recommended/Required
Under \$1,000	Petty Cash, Purchase Order	No quote Required
\$1,000 to \$5,000	Purchase Order, Contract	1 Documented verbal quote
\$5,000 to \$10,000	Purchase Order, Contract	2 Documented verbal quotes
\$10,000 to \$25,000	Purchase Order, Contract	3 Documented verbal quotes
\$25,000 to \$100,000	Purchase Order, Contract	3 Written quotes
\$100,000 to \$250,000	Contract	Request for Proposal, or Procurement Tender
Over \$250,000	Contract	Minimum Request for Proposal or Tender through advertising in our local paper, using the Ontario Public Buyers Association, the Society's website. Sealed bids are required.

8.2 Non-competitive Procurement of Goods & Non-consulting Services

The Society should employ a competitive process to achieve optimum value for money. It is recognized however that certain circumstances and activities may require the Society to use non-competitive procurement. The circumstances and activities that will be excluded from the competitive procurement requirements of this policy are noted in Appendix “A”. These exceptions are generally with the Agreement on Internal Trade (AIT) or other trade agreements.

Exceptions are for non-competitive procurement of the goods or services that fall within the categories listed, and are not an exemption with respect of the administration, documentation, contract management, or other requirement of the procurement policy.

8.3 Consulting Services

Procurement of consulting services follows the same Spending Authority Policy as goods and non-consulting services. Prior to commencement, any procurement must be approved by the appropriate spending authority level.

Consulting Services (as defined within this Policy)

Total Procurement Value	Means of Procurement	Recommended/Required
Under \$100,000	Contract	Invitational Competitive
Over \$100,000	Contract	Open Competitive

9.0 Other Supply Chain Management Activities

9.1 Information Gathering (Requirement #4 – sec. 7.2.4)

The Society may choose to use a formal process such as Request for Information or Request for Expression of Interest, where the results of informal information gathering are not sufficient and where the time and effort required in conducting such processes is seen as warranted.

An RFI and RFEI must not be used to prequalify vendors. An RFI and RFEI may not alter or influence the opportunity for a participating supplier to become the successful bidder in any subsequent opportunity. Information gathered during an RFI and RFEI process is subject to all documentation management requirements of this policy.

Supporting Forms – see Tools & Templates:
Request for information Process Map
Request for information Toolkit

9.2 Supplier Pre-qualification (Requirement #5 – sec. 7.2.5)

Suppliers may be prequalified to:

- Gather information about supplier capabilities and qualifications for an immediate purchase
- Gather information about supplier capabilities of expected future competitive procurements

In development of “Request for Supplier Qualification”, the Society must include language to ensure there is no obligation to purchase goods or services as the result of the prequalification.

Supporting Forms – see Tools & Templates:

Appendix “B” Definitions
Supporting Procurement Workflows
Request for Supplier Qualification Toolkit
RFSQ VOR List – Procedure Guideline

9.3 Competitive Bid Documents (Requirement #6, 7, 8, 25 – sec. 7.2.6, 7.2.7, 7.2.8, 7.2.25)

Competitive bid documents must be made available through an electronic tendering system that is readily accessible by all Canadian suppliers, such MERX, Ontario Public Buyers Association.

Response times for vendor to bid must a minimum of 15 days for procurements valued at \$100,000 or more. For procurements with a higher degree of complexity, risk or value, a minimum response time of 30 days is required.

Competitive procurement documents must clearly identify a bid submission date and time which falls on a regular working day (Monday to Friday, excluding holidays). Submissions received after the closing time must be returned unopened.

Competitive procurement documents must include bid dispute resolution procedures to ensure that any bid disputes are handled in fair, ethical, reasonable and timely fashion. The Society must ensure that such resolution procedures comply with similar procedures set out in the Agreements on Internal Trade, Chapter 5, Article 514, Bid Protest Procedures.

Supporting Forms – see Tools & Templates:

Stakeholder Consultation Template (7.2.6)
Procurement Specifications Template (7.2.6)
Procurement Specification Approval Sign Off Template (7.2.6)
Purchasing Approval Sign Off Template (7.2.6)
Example Wording for RFP for Bid Receipts (7.2.8)
Bid Receipt Log Template (7.2.8)
Bid Dispute Resolution Process Options (7.2.25)
Bid Dispute Resolution Procedure Guideline (7.2.25)

10.0 Evaluation of Bids (Requirement # 9- 14 – sec. 7.2.9- 7.2.14)

Evaluation criteria must be developed, reviewed and approved according to the Society’s spending authority approval levels.

10.1 Competitive Procurement Documents

Competitive procurement documents must:

- Clearly state that the bids not meeting mandatory requirements will be disqualified
- Disclose the methodology that will be used to evaluate bids, including the method of resolving a tie score
- Clearly state that alternative strategies or solutions will not be considered unless specifically requested in the procurement documents
- Include any option to extend the agreement
- Disclose evaluation criteria
 - Must be disclosed in the procurement documents
 - Must include mandatory, rated and other criteria that will be used in evaluation of submissions, including the weight of each criteria
 - Maximum justifiable weight must be allocated to the cost/price component of the evaluation
 - Criteria may not be structured to discriminate or provide preferential treatment to any supplier
 - Mandatory criteria must be kept to a minimum to ensure that no bid is unnecessarily disqualified

Competitive procurement documents may request suppliers to provide alternative strategies or solutions as part of their submission. If such a request is included, the procurement documents must disclose the criteria that will be used to evaluate alternative strategies and solutions.

Supporting Forms – see Tools & Templates:

Evaluation Matrix Template (**Requirement #12 – sec. 7.2.12**)
Evaluation Handbook (**Requirement #11 – sec. 7.2.11**)
Addendum and Q & A Guidelines (7.2.9)
Procurement Specifications Template (7.2.6)
Stakeholder Consultation Template (7.2.6)

10.2 Evaluation Process

The Society shall create evaluation teams for the purposed of evaluating competitive bids.

Evaluation Teams must:

- Be aware of restrictions related to use of confidential and commercially sensitive information collected through the procurement process
- Refrain from engaging in activities that create or appear to create a conflict of interest
- Individually sign a conflict of interest declaration and non disclosure agreement
- Individually and independently complete an evaluation matrix to rate each submission
- Ensure that all commentary or ratings are fair, factual and defensible
- Not discriminate or exercise preferential treatment in awarding contracts as the result of the competitive process
- Complete evaluation of all non-monetary factors prior to opening/considering price/cost factors
- Declare the winning bid according to the supplier that receives the highest evaluation score and meets all the mandatory requirements set out in the procurement documents

Supporting Forms – see Tools & Templates:

Non Disclosure Agreement Template (7.2.11)
Conflict of Interest Disclosure Template (7.2.11)

For Complex Procurement Bids Only:

Evaluation Team Composition Options (7.2.11)
Evaluation Team List and Contract Information Template (7.2.11)

10.3 Establishing & Awarding Contracts (Requirement #15-20 – sec. 7.2.16 – 7.2.20)

The agreement between the Society and the successful supplier must be formally defined in a signed written contract before the provision or supplying of goods or services commences. Where the procurement included a form of agreement, that form is to be used to finalize the agreement. Where an alternative strategy has been used and there is no form of agreement in the procurement documents, the agreement between the Society and the vendor must be defined formally in a signed contract, before delivery of the goods or services.

Where an immediate need exists for goods or services, and the Society and supplier are unable to finalize the contract as described above, an interim purchase order may be used. The justification of such decision must be documented and approved by the appropriate signing authority.

Contracts must:

- Include appropriate cancellation or termination clauses
- For complex procurements including provision of professional services, the Society should consider inclusion of assessment, cancellation or termination clauses at specific life cycle stages of the procurement
- Include dispute resolution clauses as per procurement documentation

Contracts for Services must include:

- Clear terms of reference including objective, background, scope, constraints, staff responsibilities, tangible deliverables, timing, progress reporting, approval requirements and knowledge transfer requirements
- Include rules for expense claim and reimbursement rules which are compliant with the Broader Public Sector Expense Directive

Modifications to terms of agreements

- May only be made when the terms of agreements and options to extend the agreement have been set out in the original procurement documents
- Must be approved by the appropriate authority (See Spending Approval Authority)
- Extensions of agreement beyond those set out in the procurement documents where the extension affects the value and/or stated deliverables of the procurement is a non-competitive procurement

Contract awards must be publicly posted for procurements valued at \$100,000 or more:

- In the same manner as the procurement documents. This award notification will:
- Be posted after the agreement for delivery of goods/services has been finalized
- Include the name of the successful supplier
- Include the start and end dates of the agreement
- Include information on extension options

Supporting Forms – see Tools & Templates:

- Agreement Process Checklist (**sec. 7.2.15**)
- Contract Review Checklist (**sec. 7.2.15**)
- Award Notification Process Checklist (**sec. 7.2.19**)
- Award Notification Letter (**sec. 7.2.19**)
- Contract Award Letter (**sec. 7.2.19**)

For procurements in excess of \$100,000, the Society must inform all unsuccessful suppliers concerning their entitlement to a supplier debriefing. The Society must allow unsuccessful suppliers 60 calendar days following the contract award notification date to request a briefing.

Supporting Forms – see Tools & Templates:

- Vendor Debriefing Template (**sec. 7.2.20**)
- Vendor Debriefing Process Checklist (**sec. 7.2.20**)

10.4 Non-Competitive Procurement (Requirement #21 – sec. 7.2.21)

The Society may engage in non-competitive procurements only under the circumstances outlined in Appendix “A” Exemptions & Exceptions.

Non competitive procurements require approval at a (minimum) one level higher on the Spending Approval Authority than a competitive procurement of the same value. Supporting documentation must be completed and approved prior to commencement of non-competitive procurement.

For non competitive procurements, the Society must demonstrate:

- The rationale for selection of the particular supplier or over available suppliers
- How fees charged are commensurate with services being procured

Supporting Forms – see Tools & Templates: (sec. 7.2.21)

- Non Competitive Approval Form Template
- Business Case Template Procurement Exemptions
- Non Competitive Procurement Process Toolkit

10.5 Contract Management (Requirement #22-23 – sec. 7.2.22-23)

The Society shall ensure that:

- All procurements and the resulting contracts are managed responsibly and effectively.
- Payments are made in accordance with the terms of the contract. Invoices must contain detailed information sufficient to warrant payment, and any overpayments are recovered in a timely manner.
- Suppliers' performance is managed and documented.
- All procurement documentation and other pertinent information is retained in a recoverable format for (7) years including but not limited to:
 - Procurement justification or business case
 - All approvals
 - Evidence of receipt of deliverables
 - Where purchases via a Vendor of Record, information concerning the process used to select the vendor
 - Advertisements, PFI, vendor prequalification
 - All responses and submissions
 - Vendor consultations
 - Evaluations
 - Awards
 - Contracts
 - Payments
- The Society shall handle, store and maintain supplier confidential and commercially sensitive information:
 - Staff handling and have access to this information are aware of the Society's requirement to protect commercially sensitive information
- Contracts for services include terms as outlined in Mandatory Requirement 15-20 of this policy and that expense claims:
 - Are compliant with contract terms and with Broader Public Sector Expense Directive
 - Are Claimed only as explicitly permitted by the contract

Supporting Forms – see Tools & Templates:

Contract Management Toolkit (Requirement #22 – sec. 7.2.22)
Document Retention Toolkit (Requirement #23 – sec. 7.2.23)

11.0 Conflict of Interest (Requirement #24 – sec. 7.2.24)

The Society must monitor any conflict of interest that may arise as a result of any employee or other organization member, advisor, supplier or other stakeholder's involvement with the supply chain activities. Individuals involved with supply chain activities must declare actual or potential conflicts of interest. Where a conflict arises, it must be evaluated and appropriate mitigating action taken.

Supporting Forms – see Tools & Templates:

Conflict of Interest Disclosure Template (Requirement #24 – sec. 7.2.24)

Approved:



Date: May 31, 2012

Appendix “A”

Exemptions and Exceptions to Competitive Procurement Requirements

Licensed Professional and Specific Services for Society Clients:

The procurement of services from the following is exempt:

- Licensed professionals including medical doctors and dentists, pharmacists, nurses, psychologists, and lawyers, accountants, architects, advertising and public relations services
- Boarding rate expenditures including reimbursable expenses paid to Foster Parents and Outside Paid Resources
- Support services for the care of children and youth that have been placed by the Society as well as services for other individuals and families who are clients of the Society. Support services may include, but are not limited to, counseling, court ordered assessments, society ordered assessments, daycare, summer camps, and schooling related costs and extracurricular activities.

Justification

The above services are purchased for the benefit of our clients. For these services, the lowest price alternative may not meet our clients' needs. When sourcing social and health services the Society primarily considers the client's needs as well as: the geographical location of the client and the service, the reputation of the service provider, availability of the service, the past provider of the service (ie: the child's normal dentist) and other factors specific to the client situation. In most cases, it would not be efficient or effective to undergo a competitive procurement process. In all situations, the supervisor or worker procuring the services is aware of the need to look for a cost effective alternative and will consider cost when choosing the service that will meet the needs of our client.

Risk

Given the types of services noted above, we believe that the risk associated with a competitive procurement process would be high. Competitive procurement of health and social services would result in unacceptable delays in procuring necessary services, unreasonable travel to services that are not convenient for our clients, inconsistent treatment, and services that may not meet our clients' needs. In order to provide timely services that are appropriate and relevant for our clients, we must be able to procure the services based on a clinical assessment of their needs and not a competitive procurement process.

None of the above services are consulting services. The service providers may provide specific advice in relation to clinical or case management services, but not for operational strategic consideration and/or decision making. (See the definition of consultant in Appendix B of the Procurement policy).

All of these health and social services have been forecasted and are included in the Society's budget approved by the Board of Directors.

Single Source Supply:

Where only one supplier is available to meet the requirements of the Society procurement including the following circumstances:

- To ensure compatibility with existing products, to recognize exclusive rights, such as exclusive licenses, copyright and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative;
- Where there is an absence of competition where the goods or services can be supplied only by a particular supplier and no alternative or substitutes exists;
- For work to be performed on behalf of the Society through a building lease agreement where the lessor will invoice costs back to the lessee;

- For work to be performed according to provisions of a warranty or guarantee held in respect of the original work;
- For the procurement of a prototype or a first good or service to be developed that may be needed for research purposes, a particular study or other original purposes;
- For the purchase of goods under duress such as bankruptcy or receivership, where the Society has clearly documented the advantageous value that would be received;
- For the procurement of real property.

Limiting Circumstances:

Limiting circumstances may exist where inherent factors limit the procurement that can be undertaken. Under limiting circumstances, the Society can deviate from competitive procurement requirements provided it does not do so for the purpose of avoiding competition between suppliers or in order to discriminate against suppliers. Limiting circumstance may include:

- Where goods or consulting services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through an open tendering process could reasonably be expected to compromise government confidentially, cause economic disruption or otherwise be contrary to the public interest;
- Where compliance with open tendering provisions would interfere with the Society's ability to maintain security or order;
- In the absence of receipt of any bid in response to a call for tenders made in accordance with the directive;

Emergency Situations:

For the purpose of this procedure, an "Emergency" means a situation where the immediate purchase of goods and services is essential to prevent serious delays in service delivery or to prevent or remedy damage to agency property or to restore an essential service.

An "Emergency" includes an imminent or actual danger to the life, health or safety of an official or an employee while acting on the Society's behalf (eg. Emergency boiler repair or replacement), or an imminent or actual danger of injury to, or destruction of, real or personal property belonging to the Society.

Under emergency circumstances, the Executive Director has the authority to take the necessary steps to address the emergency and will subsequently inform the Board of Directors of the actions taken setting out the details of any purchases made pursuant to this authority and the circumstances justifying the action taken.

Late / Unexpected Ministry Cash Flows:

From time to time the Society receives cash flows or grants from the Ministry of Children and Youth Services or other government entities which are not included in the approved Society budget and which have not been applied for by the Society. When such funds are received after February 1st in any given year, the Society may treat these funds as having been advanced for "Emergency Purchases".

Documentation for Excepted/Exempted Procurements

Where the Society has relied on an exception to the requirements for competitive procurement, formal documentation for reliance on the exception or exemption must be established. A "Single/Sole Source Certification Checklist/Sign-Off Form" is required to be completed and will be approved by the appropriate designated signing authority as per the Spending Approval Authority Schedule at one level above that pertaining to competitive procurement of goods, non-consulting services and consulting services.

Supporting form – see Tools & Templates:

Sole/Single Source Certification Checklist/Sign-Off

Appendix “B”

Definitions

“Goods and services” means any goods, construction, and services, including but not limited to IT and consulting services;

“Members of an Organization” means all trustees, members of the board of directors, senior executives, and employees of the Organization, or their equivalent;

“Supply Chain Activities” means all activities directly or indirectly related to the Organization’s planning, sourcing, procurement, moving, and payment processes.

“Accountability” means the obligation of an employee, agent or other person to answer for or be accountable for, work, action or failure to act following delegated authority.

“Agreement” means the formal written document that will be entered into at the end of the procurement process.

“Approval Authority” means the authority delegated by the Organization to a person designated to occupy a position to approve on its behalf one or more procurement functions within the plan-to-pay cycle up to specified dollar limits subject to the applicable legislation, regulations and procedures in effect at such time.

“Award” means the notification to a proponent of acceptance of a proposal, quotation or tender that brings a contract into existence.

“Best value” means the optimal balance of performance and cost determined in accordance with a pre-defined evaluation plan; best value may include a time horizon that reflects the overall life cycle of a given asset.

“Blanket purchase contract” means 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

“Bid” means a proposal, quotation or tender submitted in response to a solicitation from a contracting authority. 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.

“Bid Protest” means a dispute raised against the methods employed or decisions made by a contracting authority in the administration of a proposal, tender, or quotation process.

“Chief Executive Officer” means the head of operations at Organizations.

“Competitive Procurement” means a set of procedures for developing a procurement contract through a bidding or proposal process. The intent is to solicit fair, impartial, competitive bids.

“Conflict of Interest” means 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.

“Construction” means 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.

“Consultant” means 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” means 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” means an obligation, such as an accepted offer, between competent parties upon a legal consideration, to do or abstain from doing some act. It is essential to the creation of a contract that the parties intend that their agreement shall have legal consequences and be legally enforceable. The essential elements of a contract are an offer and an acceptance of that offer; the capacity of the parties to contract; consideration to support the contract; a mutual identity of consent or consensus ad idem; legality of purpose; and sufficient certainty of terms.

“Designated broader public sector organization” means an Organization to which section 12 of the *Broader Public Sector Accountability Act, 2010* applies.

“Electronic Tendering System” means a computer-based system that provides suppliers with access to information related to open competitive procurements.

“Evaluation Criteria” means 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” means a tool allowing the evaluation team to rate supplier proposals based on multiple pre-defined evaluation criteria.

“Evaluation Team” means a group of individuals designated/responsible to make award recommendation. The evaluation team would typically include representatives from the Organization and subject matter expert(s). Each member participates to provide business, legal, technical and financial input.

“Goods” means moveable property (including the costs of installing, operating, maintaining or manufacturing such moveable property) including raw materials, products, equipment and other physical objects of every kind and description whether in solid, liquid, gaseous or electronic form, unless they are procured as part of a general construction contract.

“Goods and Services/Goods or Services” means all goods and/or services including construction, consulting services and information technology.

“Information Technology” means the equipment, software, services and processes used to create, store, process, communicate and manage information.

“Invitational Competitive Procurement” means 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.

“Non-discrimination” means fairness in treating suppliers and awarding contracts without prejudice, discrimination or preferred treatment.

“Offer” means 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” means acquisition by any means, including by purchase, rental, lease or conditional sale, of goods or services.

“Procurement Card (P-Card)” means 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 Policies and Procedures (PPP)” means a framework and mandatory requirements to govern how Organizations conduct sourcing, contracting and purchasing activities, including approval segregation and limits, competitive and non-competitive procurement, conflict of interest and contract awarding.

“Procurement Value” means the estimated total financial commitment resulting from procurement, taking into account optional extensions.

“Professional Service Supplier” means 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)” means a written offer made by a purchaser to a supplier formally stating the terms and conditions of a proposed transaction.

“Purchase requisition” means a written or electronically produced request in an approved format and duly authorized to obtain goods or services.

“Request for Expressions of Interest (RFEI)” means 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)” means 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)” means 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)” means 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.

“Requisition” means a formal request to obtain goods or services made within an Organization, generally from the end-user to the procurement department.

“Sealed bid” means a formal sealed response received as a part of a quotation, tender or proposal

“Segregation of Duties” means 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.

“Services” means intangible products that do not have a physical presence. No transfer of possession or ownership takes place when services are sold, and they (1) cannot be stored or transported, (2) are instantly perishable, and (3) come into existence at the time they are bought and consumed.

“Supplier/Vendor” means any person or organization that, based on an assessment of that person’s or organization’s financial, technical and commercial capacity, is capable of fulfilling the requirements of procurement.

“Supply Chain Activities” means all activities whether directly or indirectly related to organizational plan, source, procure, move, and pay processes.

“Trade Agreements” means any applicable trade agreement to which Ontario is a signatory.

“Supplier Debriefing” means a practice of informing a supplier why their bid was not selected upon completion of the contract award process.

“Vendor of Record” (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