



# Huron-Superior Catholic

## DISTRICT SCHOOL BOARD

### PROCEDURAL GUIDELINES PURCHASING

#### **1.0 PURPOSE**

The purpose of this policy is:

- a) To ensure that the Huron-Superior Catholic District School Board (HSCDSB) utilizes fair, reasonable, and efficient methods to procure quality goods and services required to support the educational goals of the system.
- b) To ensure HSCDSB aims to be accountable and transparent when procuring goods and services while safeguarding the assets of the agency.
- c) To protect the financial interests of HSCDSB while meeting the needs of its schools.
- d) To promote and ensure integrity of the procurement process and to ensure the necessary controls are present for a public institution.

#### **2.0 PRINCIPLES**

Procedures shall be developed that will:

- a) Ensure that good standards are maintained in the purchase of all goods and services;
- b) Consider not only the price of goods or services but also the quality, delivery, service, warranty, and reliability of the vendor;
- c) Ensure economical and efficient expenditure of tax dollars by purchasing goods and services on a competitive basis at the lowest cost consistent with the quality required;
- d) Provide a level of service to ensure goods and services are obtained within the time frame requirements of the Board schools and departments;
- e) Avoid duplication, waste, and obsolescence through standardization where applicable with respect to all purchases;
- f) Monitor purchases and maintain consistency;
- g) Provide controls that will ensure purchasing policies and procedures are followed by all personnel;
- h) Adhere to appropriate Federal and Provincial legislation, regulations, standards, and guidelines, including Ministry of Finance Supply Chain Guidelines.

#### **3.0 ROLES AND RESPONSIBILITIES**

The Board delegates the authority to purchase in the name of the Board to the Director of Education. The Director of Education may delegate further authority to purchase goods and/or services on behalf of the Board.

#### **4.0 POLICY ADMINISTRATION**

- a) The Superintendent of Business shall have the overall responsibility of establishing and maintaining this policy.
- b) It is the responsibility of the Manager of Financial Services, under the authority of the Superintendent of Business, to implement and administer this policy, and establish appropriate purchasing guidelines consistent with this policy.
- c) It is the responsibility of each Senior Administrator, Department Manager, Principal and Supervisor to ensure that his/her staff are appropriately informed and comply with the Board's purchasing policy and related guidelines and procedures.
- d) This policy applies to all personnel involved in the procurement of goods and services on behalf of the board.
- e) This policy applies for supplies and services purchased from school generated or donated funds.
- f) This policy applies to all supplies and services purchased using a corporate credit card.

The Board will comply with the 21 mandatory requirements as set out in the Ministry of Finance Broader Public Sector Procurement Directive.

#### **5.0 PURCHASING CODE OF ETHICS**

All Board employees involved in any aspect of purchasing or other supply chain related activities must comply with the following Supply Chain Code of Ethics:

a) **Personal Integrity and Professionalism**

All 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 Broader Public Sector (BPS) organizations, suppliers and vendors. Respect must be demonstrated for each other and for the environment. Confidential information must be safeguarded. All 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.

b) **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.

c) **Compliance and Continuous Improvement**

All individuals involved with purchasing or other supply chain activities must comply with this Code of Ethics and the laws of Canada and Ontario. All 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 CONFLICT OF INTEREST**

The Board must consider any conflict of interest during procurement activities applicable to all employees, trustees, advisors, external consultants or suppliers. The Board will require any individual involved in supply chain-related activities to declare all actual and potential conflicts of interest on a Declaration of Conflict of Interest form, at the Board's request.

- a) In procurement activities with suppliers seeking to do business with the Board, staff are responsible for using good judgement and to avoid situations which may present a conflict of interest.
- b) No employee of the HSCDSB Board shall knowingly purchase on behalf of the Board any goods or services from a supplier that is owned or operated by an employee of the Board or by a relative of an employee of the Board (including parent, child, spouse, partner, sibling, in-law). Such a supplier, or employee, could be perceived to have a direct influence on the use of a particular good or service by the Board.
- c) A conflict of interest exists where the decisions made and/or the actions taken in the exercise of duties by a Board employee, Trustee, member of a statutory committee or council of the Board, including School Council members, could be, or could be perceived to be, affected by the personal, financial, or business interests of that person or that person's family or business associates.
- d) In procurement activities with suppliers, staff must declare a conflict of interest if the circumstances could give or be perceived to give a supplier an unfair advantage.
- e) School Council members are governed by their individual School Council's Conflict of Interest By-laws (as required by Ontario Regulation 612/00).

The Board shall:

- a) Define a conflict of interest that could give a supplier an unfair advantage during a procurement process or compromise the ability of a supplier to perform his obligations under the agreement.
- b) Reserve the right to solely determine whether any situation or circumstance constitutes a conflict of interest.
- c) Reserve the right to disqualify prospective suppliers from a procurement process due to a conflict of interest.
- d) Require prospective suppliers participating in a procurement process to declare any actual or potential conflict of interest.
- e) Reserve the right to prescribe the manner in which a supplier should resolve a conflict of interest.
- f) Reserve the right to terminate an agreement where a supplier fails to disclose any actual or potential conflict of interest or fails to resolve its conflict of interest as directed by the organization.
- g) Reserve the right to terminate an agreement where a conflict of interest cannot be resolved.

## **7.0 EMPLOYEE PURCHASING**

The Business/Purchasing Department is not permitted to purchase items for the personal use of employees, members of the Board, or others (except by resolution of the Board), nor shall its influence be used to obtain preferential treatment for those listed above.

## **8.0 UNAUTHORIZED PURCHASES**

Purchases made in the name of the Huron-Superior Catholic District School Board without authorization shall be considered an obligation of the person making the purchase and not an obligation of the Board.

## **9.0 SEGREGATION OF DUTIES**

To increase accountability within the Huron-Superior Catholic District School Board effective control is achieved with the delegation of authority and segregation of duties across functions and individuals. Roles and responsibilities for each procurement function are illustrated below.

<b>Roles</b>	<b>Explanation</b>	<b>Who</b>
Purchase Order	Forwarded to Purchasing Department for acquisition purposes	Initiated by the person requesting goods or services
Budget	Authorize that funding is available to cover the cost of the order	Budget is authorized and approved by the Board on an annual basis. Allocated to School Administrators and Department Managers. Purchase Orders approved on-line by budget holder.
Commitment	Authorize release of the order to the supplier under agreed-upon contract terms	Accounts Payable
Receipt	Authorize that the order was physically received, correct and complete	Person who has received the goods or service
Payment	Authorize release of payment to the supplier	Accounts Payable

## **10.0 Signing Authorities for the Purchase of Goods/Services**

The Director, Superintendents, Managers, and school administrators are responsible for their budgets. They can make purchases of goods or services on behalf of the Board in accordance with the purchasing policies of the Board within their approved budgets and subject to the following limits:

Board of Trustees	Over \$75,000
Admin Council	Up to but not including \$75,000
Director of Education	Up to but not including \$25,000
Superintendents	Up to but not including \$10,000
Managers	Up to but not including \$8,000
Supervisors/Coordinators	Up to but not including \$5,000
Other staff as delegated by the primary budget holder	Up to but not including \$2,500

Multi-year contracts – any contracts extending over a one-year period will require Director of Education approval regardless of the value of the contract.

## **11.0 GENERAL GUIDELINES**

When assessing the dollar value the purchase falls within, the following conditions are considered:

- a) The spending authorization limits noted above and throughout this policy are before applicable taxes.
- b) The goods or services purchased must be taken in their entirety and not broken down into component parts in an attempt to circumvent this policy.
- c) The cumulative value of those goods or services over a course of a school year (September 1<sup>st</sup> to August 31<sup>st</sup>).

## **12.0 PURCHASE LIMITS AND METHODS**

The purchasing limits and methods within this section are the minimum requirements needed to ensure financial control and to minimize financial risk. Splitting transactions to avoid purchase limit requirements is not permitted. Confirmation orders are allowed in alignment with Board Purchasing Procedures.

<b>Purchase Dollar Limits*</b>	<b>Purchasing Method</b>
\$0 up to but not including \$500	<ul style="list-style-type: none"><li>• Petty cash, reimbursement form, vendor invoice, cheque requisition, Board purchasing card or purchase order.</li></ul>
\$500 up to but not including \$10,000	<ul style="list-style-type: none"><li>• Vendor invoice, cheque requisition, Board purchasing card or purchase order.</li></ul>
\$10,000 up to but not including \$75,000	<ul style="list-style-type: none"><li>• Purchase order and/or contract.</li><li>• Request for Quotation (RFQ) or Request for Proposal (RFP).</li><li>• Invitational Competitive Procurement (Minimum of three written quotes required)</li><li>• If deemed to be a sole/single source initiative, written explanation supporting the sole/single source procurement is submitted to Admin Council for review and approval.</li></ul>
\$75,000 up to but not including \$121,200	<ul style="list-style-type: none"><li>• Purchase order and/or contract.</li><li>• Request for Quotation (RFQ) or Request for Proposal</li><li>• Invitational Competitive Procurement (Minimum of three written quotes required).</li><li>• If deemed to be a sole/single source initiative, written explanation supporting the sole/single source procurement is submitted to the Board of Trustees for review and approval.</li></ul>
\$121,200 and greater	<ul style="list-style-type: none"><li>• Purchase order and/or contract.</li><li>• Open Competitive Process (Request for Tender (RFT) or Request for Proposal (RFP)).</li><li>• RFT's and RFP's will comply with the BPS Supply Chain Guideline requirements (including advertising on an electronic tendering system that is readily accessible by all vendors such as MERX or Biddingo).</li></ul>

	<ul style="list-style-type: none"> <li>• Advertised publicly including posting on Board website.</li> </ul>
* All dollar amounts are exclusive of provincial and federal taxes	

Where a minimum of three written quotes are required as outlined above, and not possible to receive, the Board must document the reason why it was not possible to obtain three quotes. Examples of appropriate documentation may include:

- A copy of correspondence between the three prospective vendors and the board
- Correspondence noting only two known vendors provide the good or service.

The documentation must be approved by the Director of Education and the Superintendent of Business for review and approval.

## **12.0 Criteria for Dollar Limits on Purchases of Consulting Services**

A consultant is defined as a person or entity under an agreement, other than an employment agreement, providing expert or strategic advice and related services for consideration and decision-making.

The following dollar limits indicate the competitive purchasing process to be followed by all staff when acquiring consulting services.	
<b>Purchase Dollar Limits*</b>	<b>Criteria</b>
\$0 up to but not including \$75,000	Invitational or open competitive process. Minimum of 3 written quotes or through a Request for Quotation (RFQ) process conducted by school/department, or by the Business/Purchasing Department or in consultation with the Business/Purchasing Department. If deemed to be a sole/single source initiative, written explanation supporting the sole/single procurement is submitted to the Director of Education and Superintendent of Business for review and approval.
\$75,000 up to but not including \$121,200	Open Competitive Process. Request for Tender (RFT) or Request for Proposal (RFP). Issued to invited vendor list and/or advertised on Board website or other appropriate location. Vendor responses are sealed. RFT's and RFP's over \$121,200 are to be advertised or posted on a nationally accessible electronic tendering website. If

	deemed to be a sole/single source initiative, written explanation supporting the sole/single source procurement is submitted to the Director of Education and Superintendent of Business for review and approval.
\$0 up to but not including \$75,000	Non-competitive (exception based only) Requires Approval of the Director of Education and Superintendent of Business.
\$75,000 or more	Non-competitive (exception based only) Requires Approval of Board of Trustees
* Dollar limits refer to the total estimated value of the annual contract, goods or services * All dollar amounts are exclusive of provincial and federal taxes.	

### **13.0 NON-COMPETITIVE PROCUREMENT**

Single-Sourcing: Where an unforeseen situation of urgency exists, the goods and services may be acquired from a specific vendor. When purchasing such items, justification to support the decision must be formally documented.

Sole Sourcing; Where only one vendor is able to meet the requirements of procurement in the circumstances. In such cases, the requisition must be preauthorized.

Collaborative Marketplaces; Government collaborative sourcing initiatives such as Ontario Education Collaborative Marketplace (OECM) award tenders in accordance with the BPS Procurement Directive. These buying groups eliminate the competitive procurement requirement at the school Board level. In such cases, the requisition must be preauthorized.

#### **Exceptions**

Competitive bidding requirements may be waived for the following purchases:

- a) In instances where goods or services are available only from a sole source, which means that there is only one known source of supply for the goods or services.
- b) In instances where an expenditure is mandated by a municipality or other body, (e.g., building permit, utilities)
- c) Payroll and other statutory remittances.
- d) The Director of Education and the Superintendent of Business are responsible for the acquisition and ongoing review of banking services, insurance, audit services, legal services, advertising, group benefit provider and consultant and real estate transactions.
- e) Due to market conditions, when goods or services are in limited or short supply.
- f) In cases where the Ministry of Education provides special grant funding for specific



projects, and where grant money must be spent within a timeline that does not allow for the normal process to occur.

- g) Library books, instructional resources, and publications
- h) Communication infrastructure.
- i) Software licensing renewals.
- j) Student transportation.
- k) The Board may participate in cooperative purchasing groups such as the Ontario Education Cooperative Marketplace (OECM), Ministry of Government and Consumer Services (MGCS) VOR's or contracts competitively established by other school board, colleges, universities, or government agencies when it is in the best interest so of the Board through cost savings or efficiencies.

In cases of emergencies, the Director of Education or designate has the authority to obtain goods and/or services in the most expedient manner possible regardless of the amount. When an emergency exists, the Director of Education or designate will inform the chair of the Board regarding action taken. Emergencies are defined as circumstances or situations beyond the Board's control which have the potential of affecting the health or safety of students or personnel or will result in undue financial loss.

#### **14.0 CONSTRUCTION PROJECTS**

The Manager of Plant Services will issue Requests for Tenders for construction projects in compliance with the monetary limits established in this policy. The following will apply to construction projects:

- a) All construction projects or contracts valued over \$250,000 will comply with the Agreement for Internal Trade and the BPS Supply Chain Guideline.
- b) All bidders will be required to include in the contract price the cost of a 50% performance bond.
- c) For construction projects, for which an architect is appointed, tenders shall be called when the Board of Trustees has approved working drawings. Tenders for such projects shall be opened in public.

#### **15.0 COMPETITIVE PROCUREMENT PROCESSES**

##### **a) Request For Quotation (RFQ)**

Used for purchase that is estimated to be greater than \$10,000 and less than \$75,000. RFQ is more informal method of solicitation in that the bids are not required to be sealed. A minimum of three written quotes are required. A RFQ usually focuses the evaluation criteria on price and delivery.

##### **b) Request for Tender (RFT)**

Used for purchases where the goods or services can be specified and are estimated to be greater than \$121,200. RFT is a formal method of solicitation in that sealed bids are required. An RFT usually focuses the evaluation criteria predominantly on price and delivery requirements.

c) Request for Proposal (RFP)

Used where the product or service cannot be specified, but the need, problem or goal is identified. Bidders must support their proposal by describing their relevant experience and capabilities, qualifications and solutions to our need.

The proposals are evaluated on a technical and cost merit. This process uses predefined evaluation criteria in which price are not the only factor.

d) Request For Expression of Interest (RFEI) or Request For Information (RFI)

Used for gathering information from potential suppliers as to how they would deal with a certain scenario or problem and determine the interest level of suppliers in participating in a procurement process. It can lead to a formal competitive process. A response to an RFEI or RFI does not pre-qualify a potential supplier and does not influence their chances of being the successful bidder on any subsequent opportunity. No Contract "A" (bid contract) or Contract "B" (performance contract) will be formed between the Board and the respondents. Electronic tendering methods may be used to reach a large population when seeking information.

e) Request for Supplier Qualifications (RFSQ)

- The Board, at its discretion, may pre-qualify potential bidders based on criteria appropriate to the service, supply or construction requirements. The purpose is to gather information on supplier capabilities and qualifications with the intention of:
- Using a pre-qualified suppliers list to respond to purchasing completion
- Pre-qualifying suppliers who are interested in supplying materials or services in the future. The result of this procedure is a Vendor of Record (VOR) or a preferred supplier list.
- The RFSQ will contain specific language to disclaim any obligation on the part of the Board to actually call on or award a contract to any supplier as a result of the pre-qualification to supply such goods or services.

COMPETITIVE PROCUREMENT DOCUMENTS

- a) For an open competitive process, the Huron-Superior Catholic District School Board will develop documents that contain an explanation of the organization's requirements, timelines of the bidding process; the selection process and tie score process; conflict of interest and dispute resolution processes; vendor debriefing process; cancellation/termination clauses; submission rules to be followed.
- b) Evaluation criteria and methodology will be developed, reviewed, and approved before the competitive process begins. These criteria and sub-criteria will be included in the competitive documents. The document must identify those criteria that are considered mandatory. Mandatory requirements are those requirements that, if not met, will cause a bid to be rejected. Evaluation criteria may only be altered by means of an addendum to the document.

- c) The method to resolve a tie score will be identified in the evaluation criteria of a Request for Proposal. This may differ for each procurement, depending on what is most appropriate. Tie-break processes may include supplier presentations and demonstrations reference checks, site visits to supplier locations, and negotiations.
- d) A contact person will be named in the document to answer any questions. Lobbying during a competitive procurement call is prohibited. This includes any communications with anyone other than the official point of contact from the time of issuance, up to and including to disqualification from the current or future procurement at the Board's discretion.
- e) The terms of the contract including any options for renewal will be stated in the document. The length of a contract will be limited to a maximum of five years (three-year contract plus two one-year extensions). At the end of five years, the contract will be re-tendered through a competitive procurements process unless the Board has approved an extension.

### VENDORS OF RECORD

The Purchasing Department will establish long-term agreements with vendors through a competitive process in adherence to this policy. These agreements will be for a maximum of three-year terms. The terms can be extended annually with approval from the Board of Trustees.

### ADVERTISING OF PROCUREMENT REQUIREMENTS

- a) Advertising of procurement requirements will be determined by the type of procurement methods and nature of the requirement. Methods of advertising can include newspaper advertisement, posting on the Huron-Superior Catholic District School Board website, posting on MERX or on Biddingo.
- b) In compliance with the Agreement on Internal Trade (AIT), all procurements with an estimated value or more than \$121,200 will be posted on an electronic tendering system that is readily accessible by all vendors such as MERX and/or Biddingo.

### Timelines for Posting Competitive Procurements

- a) Bids valued at \$121,200 and up to \$366,800 must be advertised for a period of 15 calendar days. The closing date will be on a normal working day (Monday to Friday, excluding provincial and national holidays). For procurement of high complexity, risk and/or dollar values, up to 30 calendar days will be considered.
- b) The competition process begins when the procurement documents are issued and ends on the closing date, commonly referred to as the "blackout period". During the blackout period all communications with suppliers will be through a contact person identified in the competitive document.
- c) During the competitive period, documents may be clarified or modified through the use of an addendum or a question-and-answer (Q&A) response. Addenda and Q&A will be

posted in the same manner as the competitive documents were advertised. Addenda must be issued at least seven days PRIOR to the closing date of the tender. Where an addendum must be issued within the last seven days of closing, the closing date will be extended accordingly.

#### **BID RECEIPT**

Each bid must be stamped as it arrives with the date and time. Any bids received after the closing date and time will not be accepted and will be returned unopened to the supplier.

#### **EVALUATION TEAM**

- a) Where the competitive process warrants the requirement of an evaluation team, the team will be responsible for reviewing and scoring each bid. The evaluation team may be different for each competitive process, depending on the expertise required to make the decision. The evaluation team members will be selected and their participation confirmed before the competitive documents have been posted.
- b) A representative of the Business/Purchasing Department will facilitate the evaluation process and may also be an evaluator.
- c) Evaluation team members must be aware of the restrictions related to confidential information shared through the competitive process and refrain from engaging in activities that may create or appear to create a conflict of interest. Team members will be required to sign an Evaluator's Conflict of Interest Agreement (Appendix A)
- d) Each member of the evaluation team must complete an evaluation matrix rating each bid submission. Records of the evaluation scores are subject to audit. Evaluators will be aware that everything they say or document must be fair, factual, and fully defensible and may be subject to public scrutiny.

#### **EVALUATION OF BIDS**

- a) Bids will be evaluated according to all relevant criteria contained in each bid document. The Board intends to evaluate based on price, product/service quality, past performances, delivery and payment terms or any combination or additions thereof at its sole discretion. Evaluation of bids may include compliance, skills/experience and capability, reference checks, interviews, and demonstrations.
- b) The Board reserves the right to evaluate pricing offered based on the combined total cost of the items tendered or separately.
- c) The Board is entitled to ask bidders for clarification on their bid as long as it does not change their bid in any way.
- d) Alternative strategies or solutions submitted with a bid, which were not requested in the original procurement document, will not be accepted unless an alternative was expressly requested.
- e) Tie Bids – If identical low bids are received, the following options as deemed appropriate by the Superintendent of Business may be considered to break the tie:
  - Other weighted criteria
  - Prompt payment discount

- Best delivery
  - Environmental initiatives offered
  - A coin toss (facilitated by the Superintendent of Business or designate, provided the identical low bidders agree and are present for the coin toss).
- f) Where bids received exceed the budget amount, are not responsive to the requirements, or do not represent fair market value, a revised solicitation can be issued in an effort to obtain an acceptable submission. If no bids are acceptable and it is not reasonable to go through any other method, the Board may choose to negotiate directly with a chosen supplier.

#### BID IRREGULARITIES/MISTAKES/OMISSIONS AND REJECTION

- a) Bid irregularities are a deviation from the bid request which affects the price, quality, quantity, or delivery and is critical to the award.
- b) Irregularities that do not comply with the essential terms of the invitation and compromise the integrity of the bidding process, will be considered a major irregularity and will be rejected.
- c) The Board reserves the right to waive a minor irregularity if determined to have no financial implications to the bid. Minor irregularities may be accepted by requesting the bidder rectify the deviation within a specified time.
- d) Bidders whose submissions are rejected will be notified of the rejection in writing as soon as practicable after completion of the evaluation, prior to the award.
- e) The Board reserves the right to reject a bid submission in view of current, pending or threatened litigation, arbitration, alternative dispute resolution or disputes involving the Board and the bidder.

#### CONTRACT AWARD

- a) An award will be made to the compliant bidder with the highest score, who has met all mandatory requirements set out in the procurement document. The Huron-Superior Catholic District School Board is not obligated to accept the lowest bid.
- b) The award of any bid or will be made in writing and may be subject to the successful bidder entering into a contract that is satisfactory to the Board.
- c) Unsuccessful bidders will be provided with the name of the successful bidder(s) and contract start and end dates including any options for extension. For purchases valued at \$121,200. Or greater, the Huron-Superior Catholic District School Board will post, in the same manner as the procurement documents were posted, the name(s) of the successful supplier(s). The contract award notification will include the agreement start and end dates, including any options for extension.
- d) A purchase order will be issued upon formal award.

#### DISCRIMINATION OR PREFERRED TREATMENT IN CONTRACT AWARD

The Board will refrain from any discrimination or preferred treatment in awarding of a

contract to a supplier as a result of a competitive process. The Board will not give preferential treatment to any supplier(s) based on criteria such as company size or geographic location unless explicitly stated in the competitive documentation. Any preference stated in the competitive document must fall under the specific circumstances identified in the Ontario Ministry of Finance Supply Chain Guidelines.

#### VENDOR DEBRIEFING AND BID PROTEST PROCEDURES

- a) For purchases valued at \$121,200 or greater the Board will inform all suppliers who participated in a procurement process of their entitlement to a debriefing. By written request to the Superintendent of Business unsuccessful bidders will have an opportunity to book this meeting. The debriefing will provide the bidder with a critical review of the unsuccessful bid, and if what, in the opinion of the Evaluation Team, were its particular strengths and weaknesses, in conducting vendor debriefings, the board will not disclose information concerning other suppliers bids as they may contain confidential third party organization proprietary information subject to the mandatory third party exemption under the MFIPPA. If a supplier makes such a request, the Board will advise the supplier that a formal Freedom of Information (FOI) request be submitted.
- b) Questions unrelated to the procurement process must not be responded to during the debriefing and must be noted as out of scope.
- c) Where a bidder is dissatisfied with the information provided the bidder may request in writing a meeting with the Superintendent of Business.
- d) A record of all debriefings will be kept on file.

#### CONTRACT MANAGEMENT

Procurement and the resulting contracts will be managed responsibly and effectively and will include but not be limited to the following requirements.

- a) Payments will be made in accordance with the provisions of the contract. All invoices must contain detailed information sufficient to warrant payment.
- b) Supplier's performance will be managed and documented, and any performance issues will be addressed.
- c) The responsibilities of both the Board and the successful supplier are defined in a signed written contract/purchase order before the provision for supplying goods or services commences.
- d) Contracts will include appropriate cancellation or termination clauses.
- e) Contracts will include extensions to the term of the agreement as set out in the procurement document.
- f) Extending the term of agreement beyond that set out in the competitive procurement document is considered a non-competitive procurement where the extension affects the dollar value. In such situations, approval authority will be obtained prior to proceeding with the extension.
- g) For services, the Board will ensure that:
  - Clear terms of reference are outlined in the procurement document. The terms shall include objectives, background, scope, constraints, staff

responsibilities, tangible deliverables, timing, progress reporting, and approval requirements.

- Expense claim and reimbursement rules are compliant with the Broader Public Sector Expenses Directive and ensure that all expenses are claimed and reimbursed in accordance with these rules.
- Ensure that expenses are claimed and reimbursed only where the contract explicitly provides for reimbursement of expenses.

#### **PROCUREMENT DOCUMENTS AND RECORDS RETENTION**

All procurement documents, as well as any other pertinent information for reporting and auditing purposes must be maintained for a period of seven years and be in recoverable form if requested. Confidential and commercially sensitive information is maintained in the procurement file in locked cabinets within the purchasing department. If transfer of the files is required prior to the seven years, the documents are taken to the Board's secure archives. After seven years, the documentation is destroyed. Confidential information may be shared with evaluation team members after an Evaluator's Code of Conduct & Conflict of Interest Agreement (Appendix A) is received by the Purchasing Department.