



Procurement Policy

C-FM-104-AA

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1. Purpose

TSSA's Procurement Policy outlines the requirements for staff to purchase Goods, Non-Consulting Services and Consulting Services in compliance with Section 8 (Other Included Entities) of the Ontario Public Service ("OPS") Procurement Directive as TSSA's Board of Directors (BOD) Chair is Ministry appointed. The OPS directive was issued by the Management Board of Cabinet ("MBC") in December 2014 and most recently revised in September 2023. TSSA's Procurement Policy ensures that TSSA procurements are conducted consistently, achieving the following four key principles:

- **Value for Money:** Process considers business requirements, alternatives, supply strategy, and procurement method.
- **Open, Transparent & Fair:** Vendors are treated equally and Conflicts of Interest are avoided.
- **Responsible Management:** Effective organizational structures, systems, policies, processes and procedures.
- **Geographically Neutral:** Non-discriminatory access for jurisdictions with reciprocal agreements with Ontario.

Capitalized words in this policy are defined and in Appendix A: Terms and Definitions.

This document is intended to provide a walkthrough of TSSA's Procurement Process from beginning to end. The Procurement Policy and Process must be followed each and every time a purchase is made.

2. Scope

This policy applies to all Goods, Non-Consulting Services and Consulting Services with the exception of:

- External (third-party) legal services; and
- Employee Expenses (which are governed by the TSSA Employee Expense Claim and Reimbursement Policy).

3. Accountability

All TSSA employees are responsible for reading, understanding, and following this Procurement Policy, including all appendices attached, to ensure that all the principles in Section 1 of this Policy are adhered to. TSSA Procurement and the Requesting Department will work together at all stages of the procurement process. Roles and responsibilities of the various parties within the Procurement Process are outlined below:

All TSSA Employees

- Read, understand, and apply the TSSA Procurement Policy;
- Work with TSSA Procurement at each step of the Procurement Process;
- Develop a comprehensive list of required goods, non-consulting services and Consulting services which may be required throughout the fiscal year;
- Seek and obtain appropriate approvals;
- Be held accountable for non-compliance with the TSSA Procurement Policy; and
- Provide copies of all signed agreements to TSSA Procurement to be filed in the Procurement Contract Management System.



TSSA Procurement

- Work with the Requesting Department to procure goods and services, to adhere to this policy, and to follow the Procurement Principles;
- provide support and guidance to the Requesting Department regarding their procurement questions and needs;
- Develop the annual Procurement Strategy;
- Document each step of the Procurement Process and retain all documentation to ensure an audit trail that demonstrates compliance with the TSSA Procurement Policy;
- Process purchase requisitions and prepare purchase orders; and
- Ensure appropriate approvals are obtained, reviews are performed, and vendor performance is monitored.

TSSA Legal

- Review all contracts prior to signoff by the appropriate delegated authority.

Chief Financial Officer

- Set the strategic direction of TSSA's procurement/purchasing function;
- Maintain and update the TSSA Procurement Policy; and
- Oversight of TSSA Procurement.

Signing Authorities

- Provide information on anticipated procurements to TSSA Procurement for the annual Procurement Strategy;
- Ensure that Procurements they authorize adhere to the TSSA Procurement Policy;
- Ensure that all contracts that are executed are reviewed by Procurement and Legal prior to execution;
- Ensure all employees that report to them understand and apply the TSSA Procurement Policy; and,
- Ensure that the Procurement Value for any Procurement they authorize does not exceed their threshold for authorization in accordance with the Expanded Delegation of Authorities Policy.

4. Procurement Types

It is important to understand what is being purchased, and what Procurement Type it falls under. Different rules apply depending on what is being purchased. Below is an outline of the three most common types of procurements TSSA engages in:

- **Goods**
 - Goods are physical, tangible items.
 - Examples include: computer hardware and software, uniforms, furniture, etc.
- **Non-Consulting Services**
 - Non-Consulting Services refers to well-defined assignments, typically of a recurring and operational nature.
 - Examples include: Insurance, recruitment/temporary staff services, technical support, licensed professional services (i.e. accountants/auditors, architects), IT services (i.e. system implementation).
- **Consulting Services**
 - Consulting Services refers to advice, technical assistance and expertise, studies or similar services conveyed for policy, strategy or decision-making considerations.



- Examples include: Management consulting, IT consulting, research and development, policy and strategy consulting, technical consulting, coaching, advisory services, etc.

5. Annual Procurement Planning (Procurement Forecast)

On an annual basis, TSSA Procurement will meet with the key stakeholders from each business unit. This meeting generally occurs during the yearly fiscal budgeting process. As a business unit, it is important to have an idea of the procurements that will be required within the upcoming fiscal year (or two), along with the required timeline(s). TSSA Procurement will use this information to develop a procurement strategy for the upcoming fiscal year.

In anticipation of this meeting, TSSA Procurement will prepare a report of all known agreements that will be expiring within the upcoming fiscal year and beyond. This will be used as a starting point for the procurement planning process. It is important to ensure that TSSA Procurement is aware of all contracts that the department is engaged in, in order to facilitate proper procurement planning.

As necessary, procurement will connect with each business unit to review their contracts and pending Procurements to ensure that the strategy is aligned and stays on track. With every Procurement project that the TSSA Procurement Team is engaged, a Procurement Project Plan will be completed. It is important to ensure that once the Procurement Project Plan has been developed, it is adhered to in order to ensure that the Procurement stays on track.

6. Procurement Methods and Approvals

The diagram below outlines Procurement Methods from least to most competitive. TSSA staff are encouraged to use the most competitive Procurement Method that is practical given the nature of the Goods, Non-Consulting Services or Consulting Services being procured and the Aggregate Value. For example, although an Invitational Competitive process may be allowable for a given Procurement Type and Procurement Value, staff are encouraged to use an Open Competitive process.

6.1. Non-Competitive

Non-competitive Procurements include sole sourcing or single sourcing:

- Sole-source** is where goods or non-consulting services are required, but there is only one vendor that provides that good or service and there are no other viable vendors to obtain quotes or proposals from.
- Single-source** is where goods or non-consulting services are to be purchased from a specific vendor even though there may be more than one vendor/supplier capable of delivering the same goods or services.

6.2. Invitational Competitive (Informal)

- An Invitational Competitive Procurement process whereby a minimum number of vendors are invited to bid on the goods, non-consulting service or consulting service purchase when the total procurement value is under the \$200K threshold (including tax). An Invitational Competitive Procurement can be either a Request for Quotation (RFQ) or Request for Proposal (RFP).

6.3. Open Competitive (Formal)

- An Open Competitive RFP is used to procure high value goods, design, or other works or services. A solicitation is made for a solution to a defined problem rather than specifying the solution to it. Examples of RFPs include requests for creative services requiring artistic or



intangible skills or consultants with technical or specialized knowledge. Proposals are usually submitted electronically with the financial information submitted separate from the technical information.

7. Procurement (RFx) Process Overview

There are several components that comprise the Procurement Process. The process outlined below addresses both Invitational Competitive and Open Competitive Procurement:

7.1. Specifications Drafting:

The specifications drafting – also known as requirements drafting – is where the business requirements are outlined. During this phase, it is important to devote an adequate amount of time to ensure that the requirements are defined accurately and as detailed as possible.

When developing specifications, it is important to remember that specifications should not be drafted to target a specific vendor, referred to as Lockout Specs. To uphold the principles of the procurement directive, the specifications must not unreasonably restrict competition.

As part of the specifications drafting phase, additional information or market research may need to be done. In this case, a Request for Information (RFI) may be conducted. A Request for Information (RFI) is a Procurement Process that allows for information to be gathered from the vendor community in order to understand industry information and to test the markets appetite for the requested Goods, Non-Consulting Services or Consulting Services. Supplier participation in an Request for Information (RFI) is not compulsory for future Procurement Process and shall not affect the proponent’s ability to participate in or their standing in the formalized Procurement Process that may follow.

7.2. Business Case Drafting

The Requesting Department will draft a Business Case in accordance with the requirements of this policy. The Business Case is the business unit’s rationale for proceeding with the procurement. TSSA Procurement is not able to start any part of the procurement process until a completed and fully approved Business Case has been received.

TSSA Procurement is available to answer questions related to the development of the Business Case, should you have any questions, please feel free to reach out and TSSA Procurement would be happy to assist. Specifically, assistance can be provided around the Procurement Method and review of options available.

Depending on the estimated Procurement Value and whether the procurement is Budgeted for, a Full Business Case or Light Business Case may be required as outlined below:

Procurement Value	Budgeted	Unbudgeted
\$0 to \$49,999.99	No Business Case Required	
\$50,000.00 to \$499,999.99	Light Business Case	Full Business Case
Over \$500,000.00	Full Business Case	

The details of what is to be included in each variation of business case is provided in Appendix C: Business Case Requirements.

Approval of the business case is based on TSSA’s Expanded Delegation of Authorities Policy C-GO-202-AA. The approvals obtained must be based on the Aggregate Value for the duration of the anticipated agreement.



7.3. Procurement Document Development

Once the Business Case and specifications document has been received by TSSA Procurement, the procurement document can begin to be drafted. It is important to ensure that the submitted documents are as detailed as possible. Where information is missing or the documentation is incomplete, the procurement drafting process may take longer.

Once the Procurement Documents have been drafted, they will be circulated for final review and approval to post by the Requesting Department. This review may include having Legal review to ensure that the appropriate agreement is being attached and that the agreement provided included the necessary provisions.

Prior to the Procurement Document being posted, the Evaluation Team must be defined and provided to TSSA Procurement. Each Evaluator can be any member of the TSSA community that has the necessary skillset and expertise to evaluate the requirements. Each Request for Proposal (RFP) initiative requires at a minimum of three (3) Evaluators to be part of the Evaluation Team.

7.4. Bid Solicitation

The Bid Solicitation Period will differ in length depending on the Aggregate Value of the procurement. To determine the length of time that your procurement will need to be posted, please refer to Section 12 (Posting Period) of this policy.

The posting and distribution of the Procurement Document is dependent on the Procurement Process that has been followed:

Procurement Method	Bid Solicitation Method
Open Competitive	Notice publicly posted online.
Invitational Competitive	Private notice only to invited vendors.
Advance Contract Award Notification (ACAN) <i>(if Applicable)</i>	Notice publicly posted online.

7.4.1. Vendor Communication

A Blackout Period is in effect between TSSA and the vendor community during an Active Procurement. If communications are required between TSSA and Prospective Bidders, all communication must flow through TSSA Procurement. In the event that a member of the TSSA community gets contacted regarding a Procurement while it is in the Active Procurement phase, the communication shall be directed to TSSA Procurement. TSSA Procurement is the only point of contact for Proponents.

Any changes or updates to the Procurement Documents are to be formally communicated to all Prospective Bidders through addenda. Verbal updates or other communications (i.e. emails) are not appropriate methods to change or update a Procurement Document and are not binding under the Procurement Process.

7.5. Evaluations

After the Procurement’s specified closing date and time, the received bids will be reviewed by TSSA Procurement for compliance and/or mandatory requirements if applicable. Once reviewed, the compliant bids that have been received will be released to the Evaluation Team to conduct



the Technical Evaluation. The received bids must be evaluated in accordance with the evaluation criteria outlined within the published Procurement Document.

Any submission that fails to meet the mandatory or compliance requirements will be disqualified from the procurement process and no further review of the Proponents submission will be done.

Each Evaluator or Advisory Team Member will be required to signoff on a Conflict of Interest and Non-Disclosure Agreement (Section 11 - Conflict of Interest and Confidentiality) prior to receiving any proposal documents, completing an evaluator scorecard, participating in any discussions (i.e.: consensus meetings, presentations, etc.) or being informed about any of the specific details of the procurement.

7.5.1. Evaluation Methodology

The Procurement Document must set out the evaluation process and criteria. This generally consists of three main components (Mandatory, Rated and Pricing/Financials) as outlined below, however alternative structures may be used if they are more appropriate for the goods or services being procured. The alternatives may include presentations or interviews which are optional in the procurement process but be beneficial in certain circumstances.

Mandatory Requirements

- These requirements are fundamental to delivering the goods or services and must be satisfied for the vendor to proceed to Technical Evaluation.

Rated Requirements

- Rated requirements refers to evaluating the vendor according to their ability to meet the technical specifications as outlined in the RFP.
- Rated requirements include relevant experience, approach and methodology, understanding of the deliverables, project management, work plan, etc.

Presentations/Interviews (Optional)

- Proponents may be invited to provide a presentation to the Evaluation Team based on a provided agenda and rated in accordance with the criteria outlined in the Procurement Document
- Alternatively, Proponents may be invited to attend an interview with the Evaluation Team and evaluated in accordance with the criteria outlined in the Procurement Document

Pricing (Financial)

- If the proponent meets the minimum score from the technical evaluation (i.e. rated requirements) then the proponent's pricing proposal is opened and scored.
- Pricing should only be evaluated for vendors passing the Technical Evaluation.

When determining and documenting evaluation criteria for a Procurement, the Procurement Document must:

- Clearly articulate all mandatory requirements (i.e. Pass/Fail scoring);



- Appropriately balance technical, functionality, quality, and pricing attributes (i.e. 70 points for the technical score and 30 points for the pricing score for a total of 100 available points);
- Specify weights for rated criteria (i.e. how much each of the technical components are rated within the total of 70 points);
- Specify minimum Technical Evaluation scores, if applicable (i.e. need to obtain 49 points (70%) of the 70 available technical points to move onto the pricing evaluation);
- Specify how pricing will be evaluated (i.e. formula based);
- Specify any special requirements such as interviews, demonstrations, or reference checks (i.e. any marks specifically attributed to interviews, etc.); and
- Specify any Environmental or Social Procurement factors that may be applicable to the procurement project (see Section 22).

7.5.2. Unsuccessful Open Competitive Procurement

In the event that an Open Competitive procurement is unsuccessful (for example, if no vendors meet the mandatory requirements or there are no bids/proposals received), TSSA may at its discretion:

- Cancel the current procurement then modify and re-issue the Procurement Document;
- Issue an Invitational Competitive procurement;
- Waive the minimum score requirements or any mandatory requirements and enter into negotiations with the highest scoring vendor; or
- Undertake a Non-Competitive Procurement for the specified Goods or Non-Consulting Services citing the details of the unsuccessful procurement process.

7.6. Executive Summary, Award and Contracting

Following the evaluation phase, an Executive Summary will be drafted by TSSA Procurement which will summarize the entire procurement process. The Executive Summary must be signed off by each of the evaluators, the TSSA Procurement team members involved and the identified Expanded Delegation of Authorities (DOA) based on the Aggregate Value of the Agreement.

Once the Executive Summary has been signed off, TSSA Procurement will notify the Successful Proponent to begin the Contract process.

The Contract will be drafted by TSSA Procurement and sent to TSSA Legal for review. All agreements prior to execution must be reviewed by both TSSA Legal and TSSA Procurement.

Executive Summaries are required in accordance with the following table:

Procurement Value	Invitational Competitive	Open Competitive	Non-Competitive
\$0 to \$30,299	Not Required	Required	Not Applicable
\$30,300 to \$199,999.99	Required		
\$200,000 or more	Not Applicable		



8. Non-Competitive Procurement Process Overview

The Procurement Process is comprised of several individual components. Non-Competitive Procurement such as a Single Sources or Sole Sources are procurements that do not undergo a competitive process. In order to establish an Agreement through a Non-Competitive Process, it must be in accordance with an allowable exception (Appendix B: Allowable Exceptions).

8.1. Non-Competitive Procurement Process

Obtain and complete a Non-Competitive Procurement Form which includes 5 Sections as outlined below:

a) **Section 1: Non-Competitive Procurement Business case**

Section 1 of the Non-Competitive Procurement Form is where a justification is provided by the business unit around what is required, why it is required and what the rationale is for approving the Non-Competitive Procurement. It should be noted that a Non-Competitive Procurement is only an available option when the rationale aligns with the reasons listed on the form. The Non-Competitive Procurement Business Case must be completed by the requestor or requesting department. The Business Case should be detailed enough to explain and justify the exemption.

b) **Section 2: Non-Competitive Procurement Exemption**

Section 2 of the form is where the requestor will select the reason why the Single Source or Sole Source is required. For additional information or details regarding the exemption or the applicability of the exemption, please contact the procurement department at procurement@tssa.org.

c) **Section 3: Non-Competitive Procurement Requestor Conflict of Interest.**

Section 3 of the form is a conflict-of-interest declaration on behalf of the requestor and identifies whether there are any conflicts of interest in the non-competitive procurement process. TSSA must ensure that the recommendation to proceed with a specific vendor is fair and not the result of Family or Business Relationships.

d) **Section 4: Non-Competitive Procurement Approvals.**

Section 4 of the form is the approval and conflict of interest declaration signoff. Before proceeding with the commitment to the vendor identified in the Non-Competitive Procurement Form, the exemption needs to be signed off and approved based on the Expanded Delegation of Authorities (DOA) in addition to the Director of Finance and the Chief Financial Officer.

e) **Section 5: For Procurement Use Only.**

Section 5 of the form is for procurement use only and is intended for Procurement to be able to apply tracking information to the exemption and the details from the ACAN and ensure that it is appropriately logged and tracked on the procurement tracking sheets.

8.2. Advanced Contract Award Notification (ACAN)

In some cases, an Advance Contract Award Notification (ACAN) may be recommended to be completed prior to executing a Non-Competitive procurement process. An ACAN is a public notice that TSSA is intending to award an agreement to a specific vendor. The requirements for an ACAN are as follows:



Value	ACAN Requirement
\$0 to \$499,999.99	Procurement may recommend
\$500,000.00 or more	Recommended

An ACAN process may be initiated once the Non-Competitive Procurement Form has been received by TSSA Procurement. Once received, TSSA procurement may develop an ACAN in accordance with the table above using the information provided in the Non-Competitive Procurement Form. Once drafted, the ACAN will be circulated to the business unit to validate that the details have been appropriately captured. Once approved by the business unit, the ACAN will be posted publicly using TSSA’s electronic tendering platform for the duration of time outlined in Section 12 (Posting Period). Following the ACAN deadline, TSSA Procurement will advise on the status of the ACAN process and will provide an update for the Non-Competitive Procurement Form. The outcomes from the ACAN are:

- a) TSSA Procurement receives a Challenge to the posted ACAN which is reviewed and is deemed to be a valid challenge. TSSA Procurement will work with the business unit to begin an Open Competitive procurement. A Non-Competitive Procurement process is considered not valid in this case;
- b) TSSA Procurement receives a Challenge to the posted ACAN which is reviewed and is deemed to not be a valid challenge. TSSA Procurement will provide documentation to be included in the Non-Competitive Procurement Form. A Non-Competitive Procurement process is considered valid in this case; or
- c) TSSA Procurement does not receive a Challenge to the posted ACAN TSSA Procurement will provide documentation to be included in the Non-Competitive Procurement Form.

8.3. Unforeseen Emergencies or Situations of Urgency

Where a non-competitive procurement is being initiated, approvals to proceed must be obtained prior to making any commitments or orders with the supplier. Only in unforeseen situations of urgency¹ due to safety or wellbeing may an exception to this rule be made.

¹Not executing proper procurement planning or allowing for sufficient time for a procurement to be conducted does not constitute an emergency situation.

9. Procurement Value

During the planning process, the business unit is required to determine the Procurement Value. It is important that the Procurement Value is correctly calculated and stated to ensure that the Procurement Policy is correctly adhered to. When calculating the Procurement Value it is important to always consider:

- price/cost of the goods and/or services;
- one-time costs such as site preparation, delivery, installation and documentation;
- ongoing operating costs including training, accommodation, support and maintenance;
- Any applicable sales taxes or duties applicable to the purchase;
- Disposition costs;
- Premiums, fees, commissions, and interest;
- Options to renew (included extensions);
- The scope of goods or services being procured;
- Any potential future related goods or services;



- Any related procurements (i.e. IT Hardware related to a software procurement);
- Direct payments by TSSA to the successful vendor(s);
- Indirect payments made by third parties to the successful vendor(s);
- Any conferred value by TSSA to the successful vendor(s); and
- Any follow-on agreements that may be executed.

The above information informs an estimation of the total Procurement Value and considers potential costs and benefits including:

- Cost of providing goods and services, including initial and on-going costs;
- Premiums, fees, commissions, and interest;
- Options to renew; and
- Any conferred value such as exchange of goods and/or services for other goods and/or services and revenue generating opportunities

¹ **TSSA Employees must not take any actions to reduce the Procurement Value to avoid any requirements of this Directive. Such actions could include subdividing projects, procurements or Contracts and awarding multiple subsequent consecutive contracts to the same vendor.**

² **When a procurement involves multiple related Procurement, the project’s Procurement Value would be determined by the cumulative value of all related Procurements.**

9.1. Procurement Value Increases

The original Procurement Value may increase due to factors such as unexpected increases in price or volume. The Requesting Department must ensure that the Procurement Value does not exceed the Signing Authority’s approval Threshold.

TSSA Procurement and the Requesting Department must ensure that Agreements with vendors identify a framework for price increases including:

- Frequency of price increases;
- Allowable amount of increases; and
- Any benchmark used to confirm the price increase

10. Procurement Thresholds

The following table summarizes the selection of a Procurement Method, based on the Procurement Value (tax inclusive) when procuring Goods, Consulting Services or Non-Consulting Services. These thresholds have been established by TSSA at the values indicated in the table below in order to reduce requirements imposed on low-value procurements, to help make it easier for vendors to do business with TSSA, to create a more efficient procurement process for TSSA and help encourage small businesses to respond by removing the burden and barriers of entry.



Procurement Value	Goods	Services (Non-Consulting)	Consulting
\$0 to \$49,999.99	1 Quote <i>(Non-Competitive)</i>		3 Quotations or More <i>(Invitational Competitive)²</i>
\$50,000.00 to \$119,999.99	2 Quotes or More <i>(Invitational Competitive / Informal, or Valid Exemption)</i>		
\$120,000.00 to \$199,999.99	3 Quotes or More <i>(Invitational Competitive / Informal, or Valid Exemption)</i>		Open Competitive (or Formal Competitive) Procurement
>\$200,000.00	Open Competitive (or Formal Competitive) Procurement		

¹ Goods and Non-Consulting Services within the 1 Quote threshold in accordance with the table above, are handled directly by the Business Unit. Procurement is only engaged when a purchase order is required. Copies of the quotation must be submitted to TSSA Procurement and uploaded to TSSA's designated Enterprise Resource Planning System.

² Consulting Services under \$120,000, regardless of the value, requires that a minimum of three (3) quotations to be obtained unless a valid exemption exists and is approved in accordance with the Non-Competitive Procurement Form.

³ All values indicated in the table above are tax-inclusive.

⁴ Thresholds consider spend over the contract term or a 12-month period if a term is not specified. At the end of the Term or 12-month period, the vendor aggregate spend is reset. This provision is not to be used as a method to circumvent the procurement process by reducing the value and dividing the procurement into annual agreements. A justification or business case should be provided to Procurement outlining why a goods or service is required for additional terms.

11. Conflict of Interest and Confidentiality

Being involved in the procurement process provides access to Confidential Information which if disclosed could cause harm to TSSA, another vendor or the federal or provincial governments. Conflict of interest and Non-Disclosure or NDA is a serious concern that must be considered and declared before beginning the evaluation process. When involved in a Procurement Process, it is important to disclose or declare any Family or Business Relationships with firm's and/or individuals that are being evaluated or considered for any Procurements including, Invitational Competitive, Open Competitive or Non-Competitive Procurements.

11.1. Conflict of Interest and Non-Disclosure Agreement

Any information received throughout a competitive process is to be treated as strictly confidential; therefore, the members of the evaluation team shall observe this condition and shall refrain from:

- disclosing to any person/party outside the Evaluation Team the names of the companies participating/or those that refused to participate in the competitive process ; and
- discussing any details regarding any of the Proponents and/or disclosing any details that became known to them through the procurement process.

To avoid any possible issues, all communication should be routed solely through TSSA Procurement.



11.2. Hospitality and Gifts

As an employee conducting or being involved in the procurement process on behalf of TSSA, there is a duty to demonstrate impartiality when it comes to the vendors that we are doing business with or intend to do business with. As a result, an employee or representative of TSSA shall not accept gifts or hospitality (regardless of the monetary value) from the following persons or entities during their course of employment or a reasonable period thereafter:

- A person, group or entity that has dealings with TSSA.
- A person, group or entity to whom TSSA provides services in our normal course of business.
- A person or entity that seeks to do business with TSSA.

12. Posting Period

TSSA must provide a reasonable amount of time for vendors to respond to a procurement. This timeline must factor in the relative size, complexity, risk profile, and seasonality of the procurement in addition to the value. TSSA Procurement may recommend a longer posting period based on the time of year that the procurement is being posted or due to the complexity of the documentation that the proponents are required to complete.

The following table can be used as a guideline for minimum posting periods for procurement documents:

Minimum Bid Response Time		
Procurement Value	Invitational and Open Competitive	ACAN
\$0 to \$99,999.99	7-15 Calendar Days	15-30 Calendar Days
\$100,000.00 to \$359,999.99	15-30 Calendar Days	
>\$360,000.00	30-60 Calendar Days	

13. Vendor Debriefings and Award Notices

Any Procurement with a value of \$25K or more, TSSA has a standard letter of regret which is sent out to each unsuccessful vendor that participated in the procurement process. The standard regret letter includes an invitation for the unsuccessful proponents to schedule and attend a debriefing within 60 days of the award notice. For all other competitive procurements, TSSA procurement may issue a letter of regret that is appropriate for the Procurement process.

Upon receipt of a debriefing request from a vendor, TSSA Procurement in conjunction with other Evaluation Team members, may provide information and feedback to the unsuccessful supplier regarding the strengths and weaknesses of the vendors proposal against the evaluation criteria. Unsuccessful proponents may be provided with their ranking in each of the rated criteria and evaluation categories. The information will be limited to technical deficiencies or weaknesses in that vendor's offer and must not disclose financial or cost information of other proposals, nor evaluation scores or other details.

14. Payments

TSSA's recommended method of payment differs depending on the procurement value. Based on the value of your purchase (including taxes) different payment options are available. The table below



outlines the recommended method of payment based on the purchase value. Any exceptions to the table below must be approved in advance by TSSA Finance.

Purchase Value	Recommended Method of Payment
\$0 to \$10,000	Corporate Credit Card (PCard) or Approved Purchase Order (PO)
\$10,001 to \$25,000	Approved Invoice or Approved Purchase Order (PO)
\$25,000 or more	Approved Purchase Order (PO)

In order to expedite the payment process, TSSA requires all invoices to be submitted by the vendor directly to the Accounts Payable (AP) department via email (ap@tssa.org). Business Units are responsible for ensuring that invoices are submitted to the AP department for processing in a timely manner. TSSA's preferred method of payment for any non Pcard transaction is Electronic Funds Transfer (EFT).

15. TSSA Approved Supplier List

TSSA Procurement reviews the annual procurement requirements and the procurement forecast to make recommendations for approved supplier categories. The approved supplier list is a compiled roster of vendors that can be used on an as and when needed basis for a specific scope of work and set period of time. These vendors are available to all TSSA business units to utilize unless the list identifies the engagement of a specific department to utilize the vendor. For example, HR Recruitment engagements require the engagement of the Human Resources team to utilize that specific vendor roster. When using the approved supplier list, it is important to ensure that the usage of an approved supplier agreement complies with the provision of goods or services that have been outlined and agreed to. Please ensure that you review the approved suppliers listing and details before proceeding with a purchase or engagement.

It is important to ensure that each vendor that is qualified and is listed on the approved supplier's list gets an opportunity to provide goods or services to TSSA. Therefore, in instances where there are multiple vendors listed, it is recommended (but not required unless indicated) to follow the quotation requirements in the Vendor of Record section (see Section 16). Each approved supplier list contains a quick reference fact sheet that can be downloaded.

16. Ministry Vendor of Record (VOR)

The Ministry Vendor of Record ("VOR") allow organizations to issue a Second Stage call-up to one or more vendors that has been pre-qualified to provide a quote. VOR's save time when there is an ongoing and regular need for specific goods or services as it reduces the number of RFP's that are issued and evaluated.

If TSSA or Government of Ontario's VOR is determined to be used, a VOR Call-up Procurement method will be followed. Soliciting bids from vendors from a Government of Ontario VOR follows the process outlined within the Government of Ontario's VOR Arrangements User Guide. Procurements that utilize the Ministry VOR must comply with the VOR Arrangement terms of use.

Information regarding the Ontario VOR program can be obtained online at: <https://www.doingbusiness.mgs.gov.on.ca>.

Generally, the number of vendors to invite on the VOR is dependent on the Procurement Value. TSSA's VOR Call-up requirements for Ministry of Public and Business Service Delivery (MPBSD) VOR arrangements are as follows:



Procurement Value	Minimum Number of Vendors to Invite
Under \$25K	1 or more vendors unless otherwise specified by the VOR User Guide
\$25,000 to \$249,999	2 or more eligible vendors
\$250,000 to \$599,999	3 or more eligible vendors
\$600,000 to VOR Ceiling Price	All Vendors on VOR
>VOR Ceiling Price	Open Competitive Competition

Where TSSA is using multiple VOR Arrangements for a specific project, the Second Stage selection process is determined by the Procurement Value of all Procurements being conducted under each VOR Arrangement. TSSA must not take any actions to reduce the value of Procurements to avoid second stage-selection process requirements. The procurement document must include appropriate selection criteria, an evaluation process and any other applicable VOR Arrangement instructions and include the form of Agreement to be signed.

17. TSSA Established Vendor of Records (VOR)

To establish a VOR, an Open Competitive procurement is completed explaining that TSSA has a need for a specific good or service for a certain period of time (i.e. three to five years) on an as and when needed basis. The procurement document will include the technical requirements that TSSA is looking for in the vendor roster, and a committed locked-in price or hourly rate for the goods and/or services. The resulting VOR contract will include the process for calling-up any of the vendors when needed (i.e. called a VOR Call-up). VOR arrangements will be added to the approved supplier's list (see Section 15) as applicable.

18. Group Purchasing Organizations (GPOs)

TSSA may engage in procurements utilizing Prequalification Lists from other Group Purchasing Organizations (GPO). TSSA must comply with the rules outlined by the GPO for that specific engagement. For example, depending on how the procurement was established by the GPO, the second stage process may be optional. In these cases, TSSA may also treat the second stage process as optional and select one of the qualified vendors. If TSSA established its own internal VOR or prequalification list, the process for soliciting bids through the VOR's Call-up should be outlined in the VOR RFP and/or contract.

19. Purchase Order Requirements

A Purchase Order (PO) is a contract and the information contained within the Purchase Order must reflect what is being purchased. It is important to ensure that the Purchase Order accurately reflects and matches the quotation that the Purchase Order is based on. This means that description, part number, quantities and unit prices of each item or service must be included on the Purchase Order and referenced in the appropriate locations on the requisition. This ensures that the details are appropriately reflected and referenceable on the Purchase Order, but also ensures that payments can accurately be made on the goods or services that TSSA has actually received.

Additionally, when submitting a requisition on TSSA's Enterprise Resource Planning System (Epicor), Requisitioners must ensure that the appropriate Part/Rev is selected at the onset of the requisitioning process. This ensures that the appropriate General Ledger (GL) account is assigned to the requisition.



Any change orders that reflect a variance of 10% from the initial Purchase Order must be reviewed and approved by the Director, Finance prior to proceeding or authorizing any commitment to the vendor.

20. Contracts and Contract Management

20.1. Form of Agreement (FOA)

TSSA must use our standard form of agreement (or a Purchase Order with standard terms and conditions) as appropriate. Any significant changes to the standard form of agreement or the Purchase Order standard terms and conditions must be approved by TSSA Legal Department. In rare instances, TSSA may be required to use a vendor's contract however, in these instances advice will be provided by TSSA Procurement and/or TSSA Legal. In the event that the vendor's form of Agreement is used, it must be reviewed and approved by TSSA Legal in conjunction with external counsel (as necessary) prior to signing regardless of the value.

20.2. Contract Management

Business Units are responsible for managing the relationships with their vendors. This means that the business unit is responsible for ensuring:

- all payments are in accordance with the provisions of the Agreement;
- all payments for applicable expenses must be in accordance with TSSA's Employee Expense Claim and Reimbursement Policy (C-FM-100-AA);
- any overpayment must be recovered;
- all assignments must be properly documented;
- vendor performance must be managed and documented, and any performance issues must be addressed;
- all required approvals must be obtained for any Procurement Value Increases and Agreement Ceiling Price increases or other changes in terms and conditions of the Agreement;
- knowledge transfer to TSSA takes place, where applicable; and
- Completing any vendor performance surveys issued by TSSA Procurement.

Contract monitoring is often initiated at the initial meeting between the Requesting Department members, and vendor representatives. From that point, the contract/project manager can exercise control through a series of progress reports or meetings. Ensuring results and cost control within the project schedule are chief objectives of contract monitoring.

The vendor may be required to regularly submit documentation that contains progress/implementation status information based on the requirements of the Contract. For monitoring and control purposes where quantities of goods are involved, there is need to verify the correct number of items delivered. Hours used against the plan and progress toward completion of the deliverables must be monitored. To get good results from a contractor, precise performance objectives are established and documented in the Contract. The contractor needs to know exactly what is expected and when it is expected.

Problem areas are to be acted upon promptly and corrective action taken, as applicable. Contract files include copies of letters, meeting notes, and documentation of phone



conversations as evidence that conscientious monitoring has occurred during the period of the contract.

A vendor assessment may be completed following contract completion to assess the vendor's quality of work, communications, collaboration, and other relevant performance measures to the Procurement. This would be coordinated by TSSA Procurement with participation from the Requesting Department. The results of the assessment would be filed by TSSA Procurement in a Procurement File/Record for each Procurement and a Vendor Performance tracking log for future reference.

20.3. Contract Approvals

All contracts must be reviewed by Legal to confirm that it is in the best interest of TSSA. Finance may need to be consulted on the review to ensure that they are aware of the financial commitment and to validate that there are sufficient funds available for the obligation.

20.4. Contract Value Increases:

The original Procurement Value may increase due to factors such as unexpected increases in price or volume. The Requesting Department must ensure that the Procurement Value does not exceed the threshold of the Signing Authority that initially approved the Agreement. All approvals must be in accordance with the Expanded Delegation of Authorities (DOA) policy.

TSSA Procurement and the Requesting Department must ensure that any vendor Agreement identifies a framework for these price increases including:

- the frequency which the price increases may occur;
- the allowable amount or rate of increase that may be applied; and
- any benchmarks used to confirm the price increase.

20.5. Contract Amendments

Throughout the course of an Agreement, it may be necessary to make corrections referred to as amendments. These amendments can be for various reasons including clarifying, adding or removing details. When monitoring agreements, a Contract Owner may become aware of areas where the contract could be written clearer. In these instances, the Contract Owner must bring this up to TSSA Procurement for consideration and ensure that the amendment is done in compliance with this Procurement Policy. TSSA Procurement will then draft the amendment in consultation with TSSA Legal.

20.6. Follow-On Agreements

A Follow-on agreement is an agreement that succeeds an already completed agreement that it is naturally related to and is used in instances where TSSA decides to structure the agreement into multiple into smaller portions. This can be the result of project complexity, project size, uncertainty or as an improved tool to manage the Contract and the deliverables.

A Follow-on agreement is only allowed when the agreement has been established through an Open Competitive Procurement Process. Any Ceiling Rate identified in the Agreement must still be honoured. Prior to entering into a Follow-on agreement, the following must have occurred and have been documented:



- a) Appropriate written approval has been obtained for the initial or original agreement.
- b) The Approval Authority that initially signed the agreement covers the aggregate spend of both the initial and Follow-on agreement.
- c) An Open Competitive procurement process was undertaken to establish the initial contract.
- d) The initial Open Competitive procurement documents disclosed the total potential scope of work that was to be completed by the vendor.

20.7. Contract Ceiling Rates

Agreements for Consulting Services and general services must include a Ceiling Rate within the agreement. This Ceiling Rate must be reflective of the total cost of the agreement including any follow-on agreements that may be executed.

20.8. Contract Review

All Agreements regardless of the value must be reviewed by TSSA Procurement and TSSA Legal in order to ensure that the Agreement complies with TSSA's procurement responsibilities as well as ensuring that Legal can review to identify and help mitigate risks associated with the engagement.

21. Document Management and Retention

Original documents are retained by TSSA Procurement in a Procurement File or Procurement Record for each procurement conducted. Each procurement shall have the following documents included (as applicable):

- Documentation of planning process;
- Business Case;
- Documented Approvals;
- Documentation of evaluation criteria, weighting and scoring point scale;
- Evaluation team members' Conflict of Interest declarations;
- Procurement Documents, including addenda issued;
- All communications with prospective vendors;
- All proposals received;
- Final consensus evaluation scores;
- Notice of award;
- Unsuccessful vendor notices;
- Copy of the Agreement/Contract; and
- Copy of the Purchase Requisition and/or Purchase Order, if applicable.

These files will be maintained in accordance with TSSA's Records Management Policy C-CA-100AA.



22. Socially Responsible and Sustainable Procurements

Social procurement refers to using the procurement process to stimulate environmental, social and cultural initiatives to drive change. Since the Procurement process has influences on the economy, environment, or social impacts whether intentional or unintentional, it is the ideal place to start in order to drive socially responsible purchases. The Technical Standards and Safety Authority takes this into consideration with our purchases and have developed the following considerations when conducting procurements:

22.1. Ethical Standards

The Technical Standards and Safety Authority requires that all suppliers, contractors and subcontractors that are engaged adhere to minimum standards in relation to labour standards, employee treatment, wages and employee benefits, working conditions, and ethical standards.

22.2. Environmental Sustainability

When the Technical Standards and Safety Authority conducts procurements, we must ensure to consider environmental impacts and environmental reduction strategies including reducing, reusing and recycling measures as appropriate when developing specifications and requirements. When a procurement includes environmental impacts, a portion of the procurement evaluation criteria may consider including an environmental impact and a strategy proposed by the bidder to address and reduce TSSA's environmental impact.

22.3. Local Food Procurement

The Technical Standards and Safety Authority For any food procurement that is valued at \$25,000 or less (tax inclusive) TSSA has a preference to support local businesses.

22.4. Ethical Apparel Procurement

For all purchases of apparel at or above \$5,000, the vendor is to confirm to the best of their knowledge that production of the apparel has complied with all local laws governing labour and working conditions and will continue to do so.



Appendix A: Terms and Definitions

Active Procurement	Refers to a period of time from when the procurement has been drafted till an award notice has been publicly posted and made available to the supplier community.
Advance Contract Award Notification (ACAN)	Refers to a public notice posted regarding the intended award to a specific vendor. ACAN is an abbreviation of Advanced Contract Award Notification.
Advisory Team Member	Refers to a member of the evaluation team that provides critical insight and technical expertise to help advise the evaluators. An Advisory Team Member is not required to complete an evaluator score card.
Aggregate Value	Refers to the total cost of the procurement initiative, including annual licenses, maintenance or support costs. If a project includes multiple related Procurements, the projects Procurement Value would be determined by the cumulative value of all related Procurements.
Agreement	Means the aggregate of the (a) form of agreement including any schedules; (b) reference to procurement document, including any addenda; (c) reference to proponent's proposal; and (d) any amendments executed in accordance with the terms of the contract.
Allowable Exception	Refers to an option that is available under the various Procurement Methods where a Non-Competitive Procurement is sought in place of a Competitive Procurement.
Annual Procurement Plan	Refers to the annual process whereby each TSSA department plans their procurement needs over the next year to align with TSSA's Business Plan, Strategic Plan and budget.
AODA	Refers to the Accessibility for Ontarians with Disabilities Act, 2005.
Approval Authority	Refers to the individual that provided approval in accordance with the Expanded Delegation of Authorities (DOA) policy.
Approved Invoice	Refers to a vendor invoice that is signed in accordance with TSSA's Expanded Delegation of Authority policy (DOA) authorizing payment to said vendor.
Awarded Proponent	Refers to the proponent that has been awarded the agreement following a procurement process.
Bid Solicitation Period	Refers to the period of time that the Procurement Documents will be made available to the vendor community to respond. Additional time is required based on the value of the procurement project or the complexity of the proposal.
Blackout Period	Refers to the period in which communication between the Evaluators and anyone outside of the procurement project is prohibited. Anyone outside of the procurement project could be other TSSA staff that are not involved in the procurement or outside vendors or contractors. Within this Blackout Period, there is absolutely no communication with any vendors or external organizations regarding the details of the procurement.



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Budgeted	Refers to an identified purchase requirement that has been approved to purchase as part of the annual budgeted process.
Business Case	Refers to a business unit's justification for proceeding with a specific project or deliverable. A Business Case must be signed off in accordance with TSSA's Expanded Delegation of Authority policy (DOA). Business cases must be completed by the requesting business unit and submitted to TSSA Procurement prior to commencing work on a Procurement.
Ceiling Rate	Refers to the Total capped value of spend available on a specific agreement or engagement. Spend above the Ceiling Rate is not permitted. For contracts that stipulate Ceiling Rate, Owners are required to monitor their spending on the agreement to ensure that spending is within the provisions of the ceiling rate.
Challenge	Refers to a response received from the supplier community in relation to an Advance Contract Award Notification (ACAN) issued by TSSA. The response indicates the supplier's challenge to TSSA's choice to proceed to direct award as identified in the Advance Contract Award Notification (ACAN) documentation.
Confidential Information	Refers to information that is received by the Technical Standards and Safety Authority in connection with a Procurement Process that is not publicly available if disclosed, could result in harm to suppliers or other third-parties or could give the person to whom it is disclosed an unfair advantage
Consulting Services	Refers to advice, technical assistance and expertise, studies or similar services conveyed for policy, strategy or decision-making considerations.
Contract	Please refer to Agreement above.
Contract Owner	Refers to the TSSA Employee responsible for managing the vendor relationship
Electronic tendering system	Means a computer-based system that provides suppliers with access to information related to open competitive procurements.
Enterprise Resource Planning System	Refers to TSSA's Epicor system.
Evaluator	Refers to individuals within the TSSA that have been selected or designated to help in the decision-making process. Each evaluator is responsible to make award recommendation through their submitted score card. The evaluation team would typically include representatives from the purchasing organization and subject matter expert(s).
Evaluation Team	Refers to the team of Evaluators and Advisory Team Members that have been assembled to evaluate a Procurement.
Executive Summary	Refers to a summary document drafted by TSSA Procurement following a Procurement Process that summarizes the events and details of the procurement.
Expanded Delegation of Authorities (DOA)	Refers to a TSSA policy which delegates authorities from the President and CEO to members of the leadership team within TSSA.
Family or Business Relationships	Refers to situations that are beneficial to either yourself or any member of your family. This includes any person which you have a familial relationship which including but not limited



to spouse, common law partner and any dependents. Additionally, an employee shall not allow the prospect of their future employment to impact their ability or decisions in accordance with upholding their responsibilities in relation to this procurement policy.

<i>Follow-on agreement</i>	Refers to an agreement that succeeds an already completed agreement and being naturally related to it. Follow-on Agreements are only permitted when an open competitive procurement process has taken place or a Vendor of Record Arrangement has been utilized for the vendor selection process. For information on Follow-on Agreements, please refer to Section 19.6 of this policy.
<i>Goods</i>	Refers to moveable property and includes raw materials, products, equipment and other physical objects of every kind and description whether in solid, liquid, gaseous or electronic form that are produced, manufactured or grown and used for commercial purpose.
<i>Group Purchasing Organizations (GPO)</i>	Refers to an organization that is established with an intended benefit to aggregate the spend of multiple organizations (collective purchasing power) and achieve a greater cost benefit for its members.
<i>Invitational Competitive</i>	Refers to a competitive procurement process where suppliers are selected and invited by TSSA to participate in the procurement process. An invitational competitive procurement is used when the value is under \$100,000 inclusive of taxes.
<i>Lockout Specs</i>	Refers to specifications that are drafted to intentionally target a specific supplier or unjustifiably restrict capable suppliers from bidding for the provision of Goods, Non-Consulting Services or Consulting Services.
<i>Management Board of Cabinet ("MBC")</i>	Means the committee that oversees the government and how it runs its operations and manages the public service. Based on the legislated mandate, the MBC is responsible for reviewing and approving ministerial estimates, in conjunction with the annual business plan/allocation process, to be submitted to the Legislature. The Board is also responsible for approving all financial, human resource management and administrative management policies through directives and guidelines.
<i>Non-Competitive Procurement</i>	Refers to a procurement method that is not competitive, in that a single or sole source of supply is obtained. This is generally referred to as a Sole Source or Single Source procurement of goods or services.
<i>Non-Competitive Procurement Form</i>	Refers to a form that documents the details around a Non-Competitive procurement including the justification/rationale and approval.
<i>Non-Consulting Services</i>	Refers to well-defined assignments, typically of a recurring and operational nature, delivered using established methodologies that allow for measurable physical outputs (including reports and documentation).
<i>Open Competitive</i>	Refers to a publicly posted and publicly available Procurement Method that allows bids from any qualified vendor to submit responses in accordance with TSSA's requirements.
<i>Privacy Impact Assessment (PIA)</i>	Refers to a framework used to identify, analyze, and address risks that a technology, system, process, or program may impose on an individual's privacy such as the release of personal information as defined in the TSSA Access and Privacy Code Policy (C-CA-400-AA).
<i>Procurement</i>	Refers to the process by which Goods, Non-Consulting Services or Consulting Services are acquired.
<i>Procurement Contract</i>	Refers to a database developed to provide TSSA with a centralized storage and management of legal agreements such as contracts with vendors, leases and licensing



Management System (CMS)	agreements. The contracts are accessible by the business units, TSSA Legal, TSSA Procurement and Finance.
Procurement Document	Refers to a document that has been issued to the supplier community either through an Invitational Competitive or Open Competitive procurement process. The Procurement Document will outline TSSA's requirements and the rules for consideration and any mandatory requirements, evaluation criteria and financial considerations.
Procurement Method	Refers the type of process that is used to procure goods or services. This may be a Request for Information (RFI), Request for Proposal (RFP), Request for Quote (RFQ) or other type of method.
Procurement Project Plan	Refers to a project plan outlining all of the components of the procurement process and the timeline for completion. The Procurement Project Plan will be used to plan and advise those involved in the procurement of the timelines/deadlines and expectations.
Procurement Policy	Refers to the policy that governs purchasing of goods and services at TSSA.
Procurement Process	Refers to the processes used to acquire goods and services from planning to contract award. Different Procurement Processes apply depending on the Procurement Method that is utilized.
Procurement Strategy	Refers to the annual process whereby TSSA Procurement plans for Procurements in the upcoming year.
Procurement Type	Refers to the nature of what is being procured including Goods, Non-Consulting Services, and Consulting Services.
Procurement Value	Refers to all costs and conferred value associated with a contractual relationship with a third party (inclusive of taxes). Where a project involves multiple related procurements, the project's value would be determined by cumulative value of all related procurements. In instances where the procurement or quotation is in a foreign currency such as United States Dollars (USD), the foreign currency must be converted to Canadian Dollars (CAD) before considering the appropriate procurement threshold. Once the purchase price has been converted, then the appropriate procurement threshold can be applied.
Procurement Value Increase	Refers to the costs and conferred value associated with a procurement initiative have increased following the procurement approval. For additional information, please see Section 20.4.
Proponents	Refers to suppliers that have opted to submit a proposal or quotation for TSSA's consideration in response to a request by TSSA. Prior to submitting a proposal or quotation Proponents are Prospective Bidders.
Purchase Order	Refers to a document that has been issued by the buying organization (TSSA) to the selling organization (Supplier) that outlines an official commitment to purchase the specified goods or services (consulting or non-consulting) at the specified quantities and rates.
Prospective Bidders	Refers to suppliers that are considering submitting a proposal or quotation for TSSA's consideration in response to a request by TSSA. After the submission has been received, the prospective bidder will become a Proponent.
Request for Information (RFI)	Refers to a market research document used to elicit industry information on particular goods or services from the supplier community. For example, this can be used for conducting IT-related procurements, helping to determine what current industry standards are or available functionality.



<i>Request for Proposal (RFP)</i>	Refers to an open, competitive procurement process that is followed by posting solicitation documents on a public tendering website, inviting proponents to provide a proposal on specified goods or services.
<i>Request for Quote (RFQ)</i>	Refers to a Procurement Method requesting vendors to provide a quotation on specified goods or services. When an RFQ process is utilized, the requirements must be well defined to ensure that the quotations can be properly evaluated and compared on the basis of price and delivery. The contract award is based on the lowest-cost submission that meets all of the outlined requirements.
<i>Requesting Department</i>	Refers to the business unit submitting a request for a purchase.
<i>Requisitioners</i>	Refers to members of the TSSA community that have access to TSSA's Enterprise Resource Planning System to submit requisitions.
<i>Second Stage</i>	Refers to a procurement process that has a two-stage approach. Generally, this occurs when a pre-qualification has occurred through a Request for Proposal or VOR arrangement. The second stage procurement only considers the suppliers that have been either pre-qualified or listed on the applicable VOR arrangement.
<i>Service</i>	See Non-Consulting Services.
<i>Single Source</i>	Refers to the use of a non-competitive procurement process to acquire goods or services from a specific supplier even though there may be more than one supplier capable of delivering the same goods or services.
<i>Signing Authority</i>	Refers to the individual with the delegated authority to approve the Procurement.
<i>Sole Source</i>	Refers to the use of a non-competitive procurement process to acquire goods or services from a specific supplier because there are no other suppliers available or able to provide the required goods or services.
<i>Successful Proponent</i>	Refers to the proponent that was the highest scoring as a result of the procurement competition. The Successful proponent will then become the awarded proponent once the agreement has been signed off.
<i>Technical Evaluation</i>	Refers to the evaluation related to the Proponents capability to meet the outlined requirements of the procurement as specified by TSSA.
<i>Treasury Board ("TB")</i>	Means Treasury Board
<i>Threat and Risk Assessment (TRA)</i>	refers to a framework used to identify, analyze, and address vulnerabilities in the transfer, storage, or use of sensitive or valuable information as it relates to TSSA and its customers.
<i>TSSA Legal</i>	Refers to the group of TSSA employees who are law specialists that are tasked with reviewing all contracts before they are signed.
<i>TSSA Procurement</i>	Refers to the group of TSSA employees responsible for administering the procurement of goods and services.



Appendix B: Allowable Exceptions

In instances where a competitive procurement process is not possible, a Single or Sole Source Exception may be sought using the Allowable Exceptions outlined below:

a) *Unforeseen Situation of Urgency/Emergency*

Where an unforeseen situation of urgency exists and the goods, consulting services, services or construction cannot be obtained by means of a competitive procurement process. An unforeseen situation of urgency does not occur where TSSA Business Units have failed to allow sufficient time to conduct a competitive procurement process.

b) *Confidential or Privileged Nature*

Where goods or services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through a competitive procurement process could reasonably be expected to compromise TSSA confidentiality, cause economic disruption or otherwise be contrary to the public interest.

c) *Security and Environmental Considerations*

Where a competitive process could interfere with the TSSA's ability to maintain security or order or to protect human, animal or plant life or health.

d) *Absence of Qualified Bids*

Where there is an absence of any qualified bids in response to a competitive procurement process that has been conducted in compliance with this policy.

e) *Indigenous or Aboriginal People*

f) *Where the Procurement is in support of Aboriginal peoples Public Bodies*

The Procurement is with a public body and government agencies.

g) *Exclusive Provider*

Only one supplier is able to meet the requirements of a Procurement in the following circumstances:

- i. To ensure compatibility with existing products and services. This allows the continued relationship with a single vendor, granted that the original procurement for this vendor went through a competitive procurement.
- ii. 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 representatives.
- iii. For the Procurement of goods and services the supply of which is controlled by a supplier that has a statutory monopoly.

h) *Co-Operative Agreements*

Where an award is made under a co-operation agreement that is financed, in whole or in part, by an international organization only to the extent that the agreement includes different rules for awarding Contracts.

i) *Geographical Limitations to Construction*

Where construction materials are to be purchased and it can be demonstrated that transportation costs or technical considerations impose geographic limits on the available supply base, specifically in the case of sand, stone, gravel, asphalt compound and pre-



mixed concrete for use in the construction or repair of roads.

j) Only One Source of Supply

Where only one supplier is able to meet the requirements of a Procurement in the following circumstances:

- i. For the purchase of goods on a commodity market.
- ii. For work to be performed on or about a leased building or portions thereof that may be performed only by the lessor.
- iii. For work to be performed on a property by a Contractor according to provisions of warranty or guarantee held in respect to the property or original work.
- iv. For a contract to be awarded to the winner of a design context.
- v. For the Procurement of a prototype or a first good/service to be developed in the course of research, experiment, study, or original development but not for any subsequent purchases.
- vi. For the purchase of goods under exceptionally advantageous circumstances such as bankruptcy or receivership, but not for routine purchases.
- vii. For the procurement of original works of art.
- viii. For the procurement of subscriptions to newspapers, magazines or other periodicals.
- ix. For the purchase of real property.



Appendix C: Business Case Requirements

The following requirements pertain to Section 7.2 (Business Case Drafting) of the policy:

a) Full Business Case Requirements

A Full Business Case contains, at a minimum:

- An estimate of the Procurement Value.
- Timeline of the Procurement including submission date and implementation date.
- Proposed Procurement Method.
- Procurement Type and a description of goods or services being procured and quantity, if applicable.
- Description of how the goods and services being procured align with TSSA's Strategic Plan and Business Plan.
- Estimated purchase life, if applicable.
- Description of any recurring costs.
- Description of expected benefits arising from the Procurement.
- Description of alternatives, including use of internal resources.

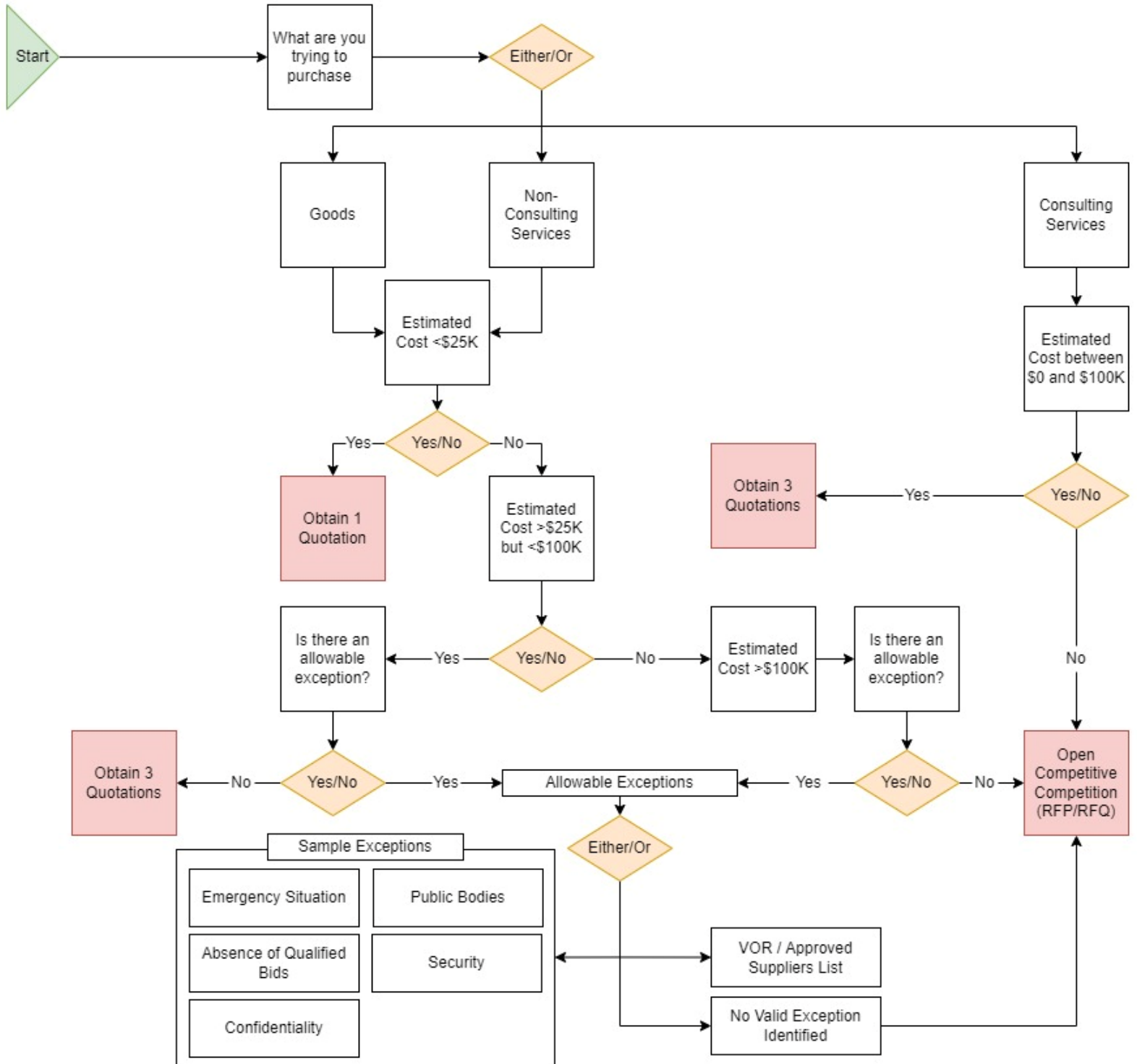
b) Light Business Case Requirements

A Light Business Case contains, at a minimum:

- An estimate of the Procurement Value.
- Timeline of the Procurement including submission date and implementation date.
- Proposed Procurement Method.
- Procurement Type and description of goods or services being procured and quantity, if applicable.
- Estimated purchase life, if applicable.
- Description of any recurring costs.



Appendix D: Procurement Process Map





Appendix E: 5-Point Evaluation Scale

Score	Assessment	Description
High Score	5 Excellent/ Exceeds Expectations	<ul style="list-style-type: none"> The level of understanding of the criteria and information exceeds what is expected; Perfect or near-perfect level of understanding of the criteria; information provided is exceptional;
	4 Good/Great	<ul style="list-style-type: none"> Proponent provides a clear understanding of the requirements; Proponent demonstrates added value, expertise or significant knowledge that clearly exceeds the deliverable or response expectations by a large margin; Proponents demonstrated level of understanding of the criterion and information provided should result in a successful project.
Medium Score	3 Acceptable	<ul style="list-style-type: none"> Demonstrates a satisfactory level of understanding of what is required by the criterion that will allow delivery of the project; information provided is acceptable; Minimum expectations are met.
	2 Limited understanding	<ul style="list-style-type: none"> Proponent provides an extremely limited understanding of what is required; Little to no information demonstrating their understanding of the requirements is presented; Key requirements are missing from the vendor's submission.
Low Score	1 Incomplete Response	<ul style="list-style-type: none"> The proponent does not address or meet the identified requirements; Information is omitted from the proponent's response.
	0 No Demonstrated Understanding	<ul style="list-style-type: none"> The proponent did not provide sufficient evidence to demonstrate an understanding of the requirements. The proponent did not address any components of the requirement(s)