



## POLICIES & PROCEDURES

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### **SUBJECT: Strategic Sourcing, Purchasing and Procurement**

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#### **1.0 POLICY**

Goods and services must be procured only after consideration of Ongwanada's organizational requirements, legislative requirements and agreements, alternatives, timing, supply strategy, and procurement method.

Ongwanada implements ethical, efficient, fair, open, transparent and accountable sourcing, contracting and purchasing activities on a day-to-day basis maximizing value for money, while;

- complying with the BPS Accountability Act and Procurement Directives and all global, federal, provincial, and municipal legislative requirements;
- resulting in the highest quality service delivery for the staff and supported people of Ongwanada;
- fostering public confidence.
- managing risk, and
- continuously improving the process, outcomes, etc.

Employees who participate in the Purchasing Process will receive training on the Supply Chain Code of Ethics.

This policy and procedure generally mirrors the overarching protocol of the province (Broader Public Sector Accountability Act 2010, S.O. 2010, c. 25 PART V - BPS Procurement Directive) and applies the same principles of governance and transparency with measurable benefits. The BPS Procurement Directive will not be reiterated in this policy; but, can be found at

[https://www.doingbusiness.mgs.gov.on.ca/mbs/psb/psb.nsf/Attachments/BPSProcDir-pdf-eng/\\$FILE/01%20BPS%20Procurement%20Directive.pdf](https://www.doingbusiness.mgs.gov.on.ca/mbs/psb/psb.nsf/Attachments/BPSProcDir-pdf-eng/$FILE/01%20BPS%20Procurement%20Directive.pdf)

#### **2.0 PURPOSE**

2.1 The purpose of this procedure is to;

- 2.1.1 Outline Ongwanada's accountability for its use of ministry and public funds for goods and services.
- 2.1.2 Establish guidelines for purchasing goods and services within Ongwanada.
- 2.1.3 Identify the role and responsibility of the individuals within the Purchasing process.

2.2 Procurement and Purchasing;

- 2.2.1 Is responsible for the sourcing and purchasing activities within Ongwanada.
- 2.2.2 Has been authorized to make purchases, and;
- 2.2.3 Commit Ongwanada to binding agreements, with the appropriate approvals, for the acquisition of goods and services, in accordance with this policy, and;
- 2.2.4 Is responsible to evaluate and assess purchasing transactions to ensure that the applicable legislative requirements have been implemented



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#### **3.0 SCOPE**

This policy and procedure covers all purchasing activities; day to day operating supplies, capital/one-time purchases, equipment, leases, agreements, and supported individual purchases, with the exception of; travel and related expenses and education expenses. This policy will define the application of the Broader Public Sector (BPS) Procurement Directive and other legislative requirements within Ongwanada. The policy also includes an overview of the risk management and continuous improvement policies.

#### **4.0 DEFINITIONS**

**AODA** – Accessibility for Ontarians with Disabilities Act, 2005, Ontario

**BPS Procurement Directive** – Broader Public Sector Directive is part of the Broader Public Sector Accountability Act, 2010, Ontario. The purpose of the Directive is:

- To ensure that publicly funded goods and services, including construction, consulting services, and information technology are acquired by BPS organizations through a process that is open, fair, and transparent.
- To outline responsibilities of BPS organizations throughout each stage of the procurement process.
- To ensure that procurement processes are managed consistently throughout the BPS.

**Purchase Value** – Cost of the item does not include taxes; but, does include shipping.

**PO** – Purchase Order – commitment to the Vendor by Ongwanada.

**RFx** – an RFx is a purchasing process that is used to procure medium and high value items in compliance with current legislation and regulations. An RFx could be a Request for Quote (RFQ), Request for Proposal (RFP), Request for Supplier Qualification (RFSQ), or Request for Information (RFI). These processes are normally led by purchasing employees.

#### **4.0 PROCEDURE**

To facilitate the navigation through this procedure it has been organized into the following areas;

- A. Overview
- B. Specific Applications within Ongwanada of the BPS Procurement Directive
- C. Purchasing Activities Processes
- D. Exemptions
- E. Risk Management
- F. Continuous Improvement

#### **A. OVERVIEW**

- 1.0 All purchasing activities must be documented in such a way that at a future date it is possible to determine compliance with the BPS Procurement Directive and all applicable laws and regulations, and it is easy to determine;



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- who requested, made, or approved the expenditure,
  - the purpose of the expenditure,
  - the process by which all key decisions were arrived at, and by whom,
  - the destination of any goods or services received and,
  - any payments made.
- 2.0 Ongwanada will purchase goods only from qualified providers who operate on similar principles of the BPS Procurement Directive and applicable legislation i.e. Accessibility for Ontarians with Disabilities Act, 2005 (AODA), Ontario Health and Safety Act.
- 3.0 All purchasing activities will be conducted in accordance with Ongwanada Signing Authority Matrix. Approval on a purchase document indicates that the purchasing activities have been executed in compliance with Ongwanada’s policy.
- 4.0 It is the responsibility of the end user to identify the need for a product and/or service and provide specifications to Purchasing.
- 5.0 Prior to participating in an RFX (Request for Proposal, Request for Quote, etc.) a Conflict of Interest and Non-Disclosure Agreement must be duly signed.
- 5.1 Exception: The Board of Governors signs the Conflict of Interest statements found in the Administrative By-Laws, 2012 Section 16, 17, 18
- 6.0 Accessibility will be taken into consideration during procurement planning for goods, services or facilities used by Ongwanada or the community, in compliance with the AODA. Accessibility criteria will be developed in the specifications where applicable. Three key questions will be posed in every purchasing activity;
- 6.1 What are the barriers that people with disabilities might face in trying to use the goods, services or facilities you are planning to acquire?
- 6.2 Will these goods, services or facilities be used by members of the public or by OPS employees?
- 6.3 What are the appropriate accessibility criteria and how can they be incorporated into the procurement process?

### **B. APPLICATION WITHIN ONGWANADA OF BPS PROCUREMENT DIRECTIVE**

The Directive applies to all designated Broader Public Sector organizations as provided for under section 12 of the *Broader Public Sector Accountability Act, 2010*

[https://www.doingbusiness.mgs.gov.on.ca/mbs/psb/psb.nsf/Attachments/BPSProcDir-pdf-eng/\\$FILE/01%20BPS%20Procurement%20Directive.pdf](https://www.doingbusiness.mgs.gov.on.ca/mbs/psb/psb.nsf/Attachments/BPSProcDir-pdf-eng/$FILE/01%20BPS%20Procurement%20Directive.pdf)



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- 1.0 Ongwanada conducts all purchasing activities supporting the principles of the BPS Procurement Directive in support of the principles of; accountability, transparency, value for money, quality service delivery and process standardization.
- 2.0 Employees who participate in procurement and purchasing activities will be trained on the Supply Chain Code of Ethics, which is posted on the Ongwanada website. The Supply Chain Code of Ethics does not supersede Ongwanada’s Code of Ethics.
- 3.0 Exemptions, exceptions, or non-applications from any Trade Agreement override the BPS Procurement Directive.
- 4.0 There are Mandatory Requirements within the Procurement Directive. Compliance to those requirements are outlined below.
  - 4.1 Segregation of Duties 7.2.1– the table below provides the segregation of duties.

Duty	Responsibility	Role
Requisition	Authorize purchasing to process a purchase order	End-user and Signing Authority Matrix
Budgeting	Authorize funding is available to cover the cost of the order	Departmental Budget Owner/Chief Financial and Administrative Officer
Commitment	Authorize release of the order to the supplier under agreed contract terms	Purchasing Department/SMG
Receipt	Authorize that the order was physically received, correct and complete	Initiator of the Purchase Requisition/Purchasing Clerk
Payment	Authorize release of payment to the supplier	Accounts Payable/Chief Financial and Administrative Officer/CEO

- 4.2 Approval Authority 7.2.2 – the Signing Authority Matrix for Purchase Requisitions, Agreements, and Contracts (Ongwanada By-Law 47) can be found below. The initiator of the purchasing activity is responsible to ensure the document is appropriately approved.

Signing Authority Matrix for Purchases					v1.4
20160831					
Line Authority	Supervisor & Coordinator	Manager/ Director	Chief..... Officer	CEO	Board of Governors
Up to \$500	x				
\$501 up to \$5,000	x	x	x		
\$5,001 up to \$ 25,000	x	x	x	x	
\$25,001 and over	x	x	x	x	x
<b>All</b> consulting projects, consultants and lobbyists must be approved by CEO. For expenses greater than \$25,000 the Board of Governors approval is required.					



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**All** computer and accessories purchases must be approved by Chief Information and Human Resources Officer  
 The Chief Finance and Administration Officer is the Budget Authority and approves **all** capital and one-time purchases over \$500 and **all** expenses over \$5,000.

4.2.1.1 Competitive Procurement Thresholds

In an effort to ensure the process is effective and efficient while complying with legislation and regulations the following purchase activity thresholds have been defined:

Procurement Value	Method of Procurement
\$1-\$500	Ongwanada-issued VISA/Credit Card
	Purchase Requisition with one written quote: <ul style="list-style-type: none"> <li><input type="checkbox"/> Ongwanada Vendor Account/ Standing Order</li> <li><input type="checkbox"/> Online Ordering</li> <li><input type="checkbox"/> Purchasing Clerk VISA card</li> </ul>
	Contractual Online Ordering (i.e. Grand and Toy)
	Petty Cash (up to \$100)
\$501 - \$3,000	Purchase Requisition - three (3)written quotes
\$3,001 - \$5,000	Invitational or Open Competitive RFx
	Purchase Requisition - three (3)written quotes
\$5,001 -	Open Competitive RFx
	Purchase Requisition - three (3)written quotes
Consulting \$1-\$5,000	Open Competitive RFP

4.3 Prequalifying Suppliers, Invitational and Open Competitive Procurements

The Procurement Directives will be adhered to in all aspects when completing purchasing activities.

**C. PURCHASING ACTIVITIES PROCESSES**

1. Purchasing goods, services, or equipment.

A number of methods are available for processing purchases of \$500 or less including;

**Purchases \$1 to \$500**



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#### 4.1 Visa and Credit Cards

- 4.2 Visa and credit cards are issued to employees on a business requirement basis for the purchase of goods from approved vendor with the appropriate approvals i.e. gas purchases and groceries. The employee is responsible for the card at all times. The card remains the property of Ongwanada.
- 4.3 Employee purchases from approved vendors and ensures the best value for money is obtained for every purchase.
- 4.4 Employee is required to provide a receipt for every purchase.
- 4.5 Any single purchase over \$300 requires prior Supervisory approval.
- 4.6 The Visa receipt is retained for completion of the monthly statement per policy 1-10-06 Visa Cards. For all other credit card purchases (i.e. groceries and gas), the receipt is forwarded to Supervisor who approves the receipt and forwards to Accounts Payment for reconciliation with statement and payment.
- 4.7 If a card is lost, compromised, or stolen report it to the Chief Financial and Administrative Officer.
- 4.8 Purchasing Card
  - 4.8.1 The Purchasing Clerk holds the corporate Purchasing Card, which is used for purchases with vendors who do not accept purchase orders or purchases on account i.e. online purchases, etc. The purchases are substantiated with an approved purchase requisition.

#### 4.9 Purchase Requisition

- 4.9.1 Initiation of the Purchase Requisition (see Workflow Appendix I) and approval thereof is the responsibility of the initiator. All quotes or supporting documentation are attached for processing of a Purchase Order (PO).
- 4.9.2 The initiator of the Purchase Requisition will comply with all the *BPS Procurement Directives* as related to this transaction. The individual will be fair open, transparent and accountable for this transaction and seek best value for money while evaluating life-cycle costing
- 4.9.3 When a Vendor i.e. Walmart requires a Purchase Order, an approved purchase requisition will be forwarded to purchasing. Upon purchase, the Purchase Order is delivered to the Vendor, and a copy signed by the supervisor of the receipt and packing slip is returned to Purchasing. Purchasing will match PO, receipt and packing slip and provide to Accounts Payable for payment.
- 4.9.4 Ongwanada Approved Vendor Accounts
  - 4.9.4.1 Purchasing initiates agreements with Vendors i.e. Rona, Metro, Canadian Tire in the Greater Kingston area, based on volume of low value



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transactions. These agreements allow Ongwanada employees to purchase products/goods/repair parts on account. A listing of approved employees who may purchase against the account is provided to the vendor. The employee initiates the purchase showing his/her employee ID card to the Retail Associate. Upon purchase, the employee forwards the supervisor-signed and dated receipt/packing slip to Purchasing/Accounts Payable for reconciliation with the statement.

#### 4.9.5 Online Order

4.9.5.1 A purchase requisition is completed by the initiator. Purchasing completes the order upon receipt of the approved purchase requisition.

#### 4.10 Contractual Online Ordering

4.10.1 Purchasing initiates online ordering with the vendor who has been approved through an RFx (Request for Proposal, Quote, etc.), or a quote process and provides process instructions to the end-users for ordering. Upon receipt of the instruction the user may now place orders. It is the responsibility of the end-user to obtain the necessary approvals for capital and one-time orders i.e. purchases of desks. Upon receipt of the goods, the receiver signs and dates the packing slip and forwards to purchasing for payment. Examples of online ordering are; Grand and Toy and Swish.

#### 4.11 Petty Cash

4.11.1 All transactions from Petty Cash must be recorded on a petty cash withdrawal slip and supported by a receipt per policy 2-3-22 *Community Residence/Treatment Home House Petty Cash*

### **Purchases \$501 to \$3,000**

1. Purchases of \$501 up to \$3,000 are processed using a Purchase Requisition (see Workflow Appendix I) and three quote process. The three (3) written quotes may be;
  - 1.1 Sought by the individual; OR
  - 1.2 Submitted to Purchasing to process a Request for Quote (RFP) or three (3) quote process.
  - 1.3 All activities must comply with the three (3) quote process in support of the BPS Procurement Directives.
  - 1.4 The individual leading the process and all participants is fair open, transparent and accountable for this transaction and seek best value for money using life-cycle costing in the evaluation.
  - 1.5 The specifications must be in writing and clearly communicated to each Vendor and attached to the purchase requisition.



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- 1.6 Upon completion of the Purchase Requisition, the initiator of the purchase ensures the form is duly approved prior to submitting to Purchasing for processing into a Purchase Order.
  - 1.7 If the form is not duly approved and completed, it is returned to the initiator for completion.
  - 1.8 The Purchasing Clerk prepares the Purchase Order and submits the PO to the vendor.
  - 1.9 Upon receipt of the goods or service, the initiator signs and dates the packing slip/work order and forward to Purchasing.
  - 1.10 Purchasing matches the Purchase Order, packing slip and invoice for payment and forwards to Accounts Payable.
2. **Purchases \$3,001 and \$5,000**
- Purchases of \$3,001 to \$5,000 are processed using the RFX processes which could include a Request for Quote, Request for Proposal, Request for Supplier Qualification, and Request for Information, etc.
- 2.1. The RFX process can be either invitational or open competitive. Open competitive RFX's are posted on Biddingo.
  - 2.2. RFX processes is led by qualified Purchasing staff.
  - 2.3. The process adheres to BPS Procurement Directive and all applicable legislation and regulations.
  - 2.4. Agreements/Contracts are included in the process.
3. **Purchases \$5,001 and greater**
- Purchases of \$5,001 and greater are processed using an open competitive RFX process.
- 3.1. RFX processes will be led by qualified Purchasing staff.
  - 3.2. The process will adhere to BPS Procurement Directive and all applicable legislation and regulations. Open competitive RFX's are posted on Biddingo.
  - 3.3. Agreements/Contracts are included in the process.
4. **Consulting Services**
- 4.1. All purchases of consulting services must be executed using a Open Competitive RFP process and be approved by the Chief Executive Officer up to and including a value of \$25,000.
  - 4.2. Purchases of consulting services over \$25,000 must be approved by the Board of Governors.





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

**5. Standing Purchase Orders**

- 5.1. Standing (Purchase) Orders may be initiated for repetitive purchases of lower dollar value goods and services for a specific period, usually one year.
- 5.2. Standing Orders are in place for all Vendor Accounts.
- 5.3. To initiate a Standing Order a Purchase Requisition is completed by the end-user indicating the annual volume and pricing for each of service, labour, parts, travel, and product list number. The end-user then circulates the Purchase Requisition through the approval process.
- 5.4. Once the Purchase Requisition is approved, it is forwarded to Purchasing where a Standing Order is created. Purchasing notifies the end-user and Accounts Payable of the Purchase Order number.
- 5.5. Upon receipt of the goods, or service the packing slip/work order is forwarded to Purchasing for invoice matching and payment.

**6. Vendors of Record**

- 6.1. A Vendor of Record (VOR), or preferred supplier arrangement may be established for the supply of a certain category of goods, services or construction where strategic relationships with a small group of suppliers will result in greater value for Ongwanada. VOR's are also used when availability of supply may be an issue i.e. appliances.
- 6.2. During the competitive RFX process, the end-user and the purchase lead collaboratively determine if Vendors of Record are being sought.
- 6.3. A contract is put in place with each Vendor of Record.

**D. EXEMPTIONS**

**1.0 Purchasing Groups**

- 1.1 Ongwanada promotes the use of Purchasing Groups. When reviewing a purchase to execute an RFX process or a new source the Purchasing Group contracts should be investigated and assessed first.



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- 1.2 Ongwanada uses the services of a number of Purchasing Groups that are widely recognized; for example, HealthPRO Canada, Ontario Education Collaborative Marketplace (OECM), Complete Purchasing Services Inc., etc. Since the RFX process has been followed by each of the Purchasing Groups an additional RFX process is not required.
- 1.3 Commitments can be made to contracts made by the Groups using the Signing Authority Matrix i.e. Chief Line Officer can approve a contract having an annual purchase value of \$5,000, while the Chief Executive Officer would approve a contract with an annual purchase value of \$5,001 to \$25,000.

### **2.0 Emergency Orders**

- 2.1 There are instances when an emergency situation will arise which must be rectified immediately i.e. flood in a residential home after hours; an emergency order may be placed. When an emergency order must be placed the initiator notifies line management and Purchasing.
- 2.2 The following day a purchase requisition will be completed and circulated for approval by the initiator. The emergency email notification will be attached to the purchase requisition.
- 2.3 Poor planning does not constitute an emergency order.

### **3.0 Single Sole Sourcing**

- 3.1 Single Sole Sourcing is used only in exceptional situations for the procurement of goods or services over the lower limit of \$5,000 or consulting services of any value. Specific circumstances must be documented, authorized and in accordance with an exemption, exemption or non-application clause from an applicable trade agreement.
- 3.2 Utilize the non-competitive procurement sparingly and only in specific situations outlined in the exemption, exception, or non-application clauses of the AIT or other trade agreements
- 3.3 The Single Sole Source form is completed by the initiator in collaboration with Purchasing.

### **4.0 Insurance**

- 4.1 In 2015, HIROC (Healthcare Insurance Reciprocal of Canada) has received an exemption from the RFX process.



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#### **E. RISK MANAGEMENT**

- 1.0 Risk assessment in the supply chain is necessarily subjective: it is nonetheless required that where a significant risk is identified, the nature of the risk shall be identified to stakeholders, and where possible alternative solutions or fallback positions considered and documented.
- 2.0 The expenditure of resources outside of Ongwanada, and the dependence on an external supply chain, exposes the organization to a wide variety of risks. A significant function for the purchasing structure of this organization is to identify, if possible minimize, and otherwise manage the likely impact of such risks (to the organization itself and to other stakeholders).
- 3.0 For any significant expenditure, long-term commitment, or identifiable 'pinch-point' (that is where even a small supply problem could have larger ramifications for the well-being of the organization) formal risk assessments will be made, as appropriate, addressing:
  - 3.1 Supply Risk - risks resulting from the non-performance or poor performance of a supplier or contractor.
  - 3.2 Demand Risks - arising from Requisitions ordering too much, too little, or the wrong goods or services, relative to the actual need.
  - 3.3 Process Risks - the risk that the way goods are used or services supplied may not be optimal for the circumstances - even if they comply with the formal requirements of the tender or contract.
  - 3.4 Control Risks - risks arising from deficiencies in internal processes and procedures including, but not confined to, procedures mandated in this document.
  - 3.5 Environmental - the impact of unpredictable hazards from acts of God through acts of God, acts of terrorism through participation in the Emergency Response Planning.
  - 3.6 Social – risks arising from issues related to Corporate Social Responsibility such as Human Rights and so on.

#### **F. CONTINUOUS IMPROVEMENT**

- 1.0 All staff involved in the purchasing process are expected to attempt to improve their knowledge and skills, and the organization will support such activities. The organization aims to recruit, maintain and develop a core of professionally qualified purchasers.
- 2.0 All staff will make ongoing efforts to improve and standardize products, services or processes. These efforts can seek incremental improvement over time or breakthrough improvement all at once.



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**5 RELATED FORMS**

[Ongwanada Purchase Requisition Form](#)

Single Sole Source Form

**6 RELATED POLICIES AND DOCUMENTS**

1-10-06 Visa Cards

2-3-22 Community Residence/Treatment Home House Petty Cash  
Ongwanada Administrative By Laws, Sections 16, 17, 18

**7 RELATED LEGISLATION**

Agreement in Internal Trade (AIT), 1995

Accessibility for Ontarians with Disabilities Act, 2005

Broader Public Sector Accountability Act 2010, S.O. 2010, c. 25

Broader Public Sector Accountability Act 2010, S.O. 2010, c. 25 PART V - BPS Procurement Directive Law

Human Rights Code, R.S.O. 1990, cH.19

Integrated Accessibility Standards Regulations (IASR), Reg.191/11, Section 5, 6 and its regulations

Occupational Health and Safety Act, R.S.O. 1990, c. O.1

Ontarians with Disabilities Act, 2001

Ontario-Quebec Trade and Cooperation Agreement, 2009

Quality Assurance Measures, O. Reg. 299/10

Services and Supports to Promote the Social Inclusion of Persons with Developmental Disabilities Act, 2008, Chapter 14

Personal Information Protection and Electronic Documents Act (S.C. 2000, c. 5)

Privacy legislation

**8 LEAD PERSON**

Chief Financial and Administrative Officer

Delegate: Coordinator, Purchasing and Procurement

**9 REVIEW DATE**

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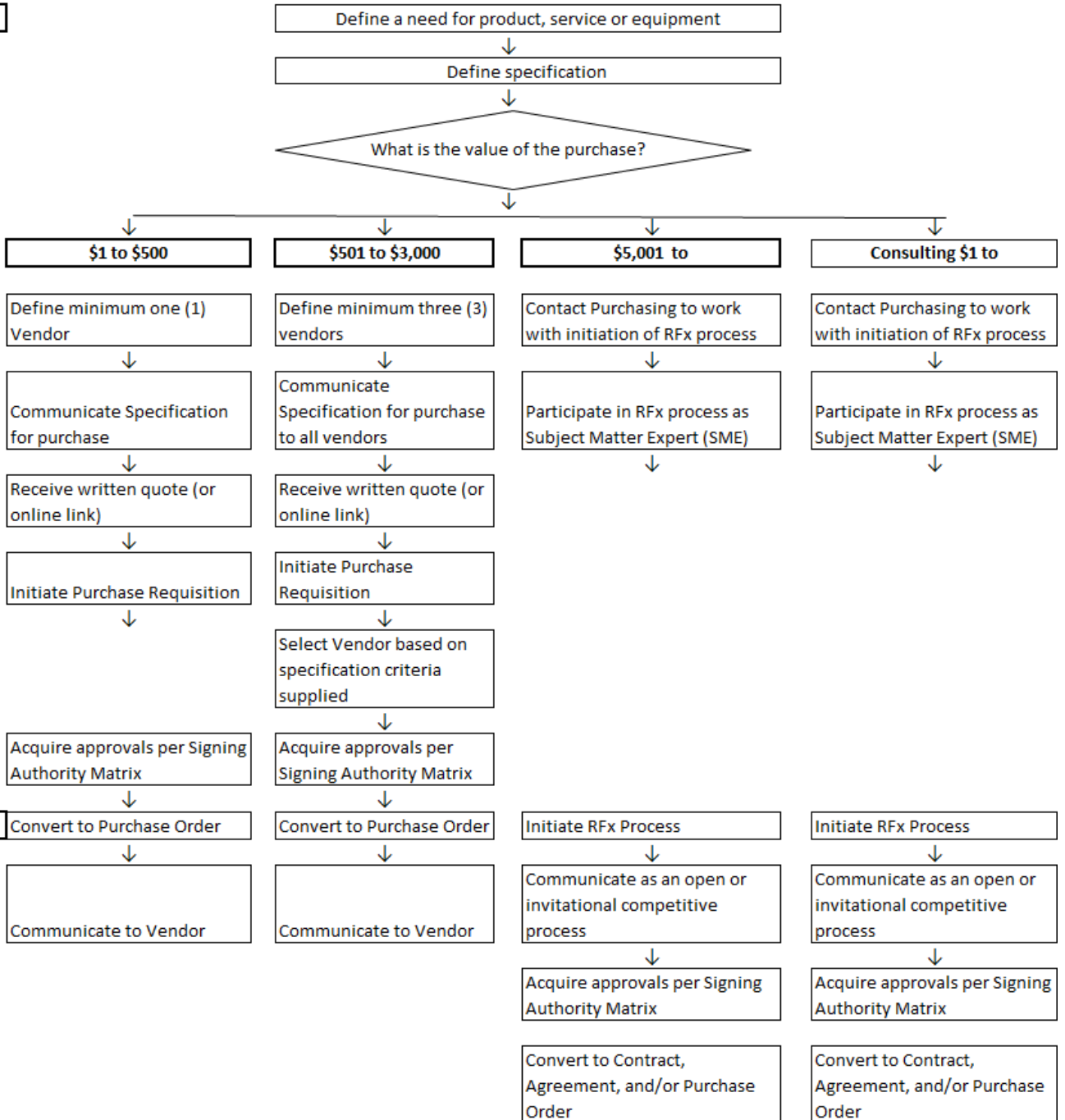
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**APPENDIX I**

**Purchase Requisition Workflow (Policy 1-10-04)**

**Initiator**



**Purchasing**