

Generic Valuation Tool Acquisition Services

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Generic Valuation Tool (GVT) ACQUISITION SERVICES

How to use this tool:

- This tool is designed for IM specialists to use with relevant business areas when identifying information resources of business value (IRBV) and retention specifications.
- The IRBV and retention specifications contained in this document are recommendations only and should be customized to apply in each institutional context. The complete document should be read before using any recommendations.
- This GVT does not provide Government of Canada institutions with the authority to dispose of information. GVTs are not Records Disposition Authorities (RDA) and do not replace the Multi-Institutional Disposition Authorities (MIDA).

Validation: The business processes and IRBV of this GVT have been validated by subject matter experts from the following departments: Public Works and Government Services Canada (October 2013), Aboriginal Affairs and Northern Development Canada (November 2013), Department of National Defence (November 2013), Transport Canada (January 2014).

Defining the Activity

Acquisition Services are identified in Treasury Board of Canada Secretariat's (TBS) Profile of Government of Canada Internal Services (2010) and are common across the Government of Canada (GC). It is one of the three activities comprising Asset Management, the other two being Materiel Services and Real Property Services.

"Acquisition Services (formerly Procurement Services) involve activities undertaken to acquire a good or service to fulfill a properly completed request (including a complete and accurate definition of requirements and certification that funds are available) [soliciting bids ...] entering into or amending a contract [and contract management]."2

This tool will form part of an Asset Management suite of GVTs as the activities to procure a good, service or real property are an integral part of the asset management life cycle.

¹ http://publiservice.tbs-sct.gc.ca/mrrs-sgrr/about-apropos/instructions-consignes/profil-eng.asp If the hyperlink does not work, please contact <u>im-gi@tbs-sct.gc.ca</u> to request a copy of the document.

² http://publiservice.tbs-sct.gc.ca/mrrs-sgrr/about-apropos/instructions-consignes/profil-eng.asp If the hyperlink does not work, please contact <u>im-gi@tbs-sct.gc.ca</u> to request a copy of the document.

Procurement activities are somewhat unique in the GC as it is one of the few situations where the initiating department (client department) might not be in control of the process; procurements over a certain monetary value, complexity, or of a certain type (e.g., public opinion research) require the involvement of Public Works and Government Services Canada (PWGSC) procurement officers/specialists from the outset of the activity. In many of the activities, the PWGSC procurement officer is the lead on the file and is also responsible for the creation of the official procurement file; however, there are also situations where the client department is responsible for the creation of certain information resources of business value (IRBV). This GVT assumes that the client department will be creating "shadow" files to document the process and to allow for the re-creation of all actions undertaken during the procurement activities for purposes of accountability. As a result, the files created and maintained by departments other than PWGSC may contain a mix of original information resources or working copies.

The recommendations in this tool are designed to address the business value and retention for shadow files in the control of the client departments, not the files held by PWGSC.

In the situations where client departments have used a PWGSC Acquisitions issued procurement tool (such as a Standing Offer or Supply Arrangement), then the client department will be wholly responsible for the process and the documentation.

"The *Profile of Government of Canada (GC) Internal Services* outlines a common vocabulary and taxonomy of the GC's internal services for supporting a common government-wide approach to planning, designing, budgeting, reporting and communicating GC internal services.3" It is LAC's intention that the GVTs for internal services can be used by all departments regardless of their mandated activities.

This tool is intended to be a *starting point* for those institutions mandated to acquire, as they proceed with the identification of their IRBV, and can be used with close evaluation of the processes and IRBV to ensure that they are accurate for the activities of that institution.

As defined by the *Profile*, the service groupings for Acquisition Services are: Goods Acquisitions, Services Acquisitions, Construction Acquisitions and Other Acquisitions. The PWGSC website buyandsell.gc.ca details what items are covered in these service groupings.

³ http://publiservice.tbs-sct.gc.ca/mrrs-sgrr/about-apropos/instructions-consignes/profil-eng.asp If the hyperlink does not work, please contact <u>im-gi@tbs-sct.gc.ca</u> to request a copy of the document.

Goods Acquisition

The Goods Acquisition activity involves the definition of goods requirements, the selection of the sourcing method, the implementation of the sourcing method, the awarding of the contract, the administration of the contract and closure of the file. Goods acquisition covers items in the following areas (but not limited to): Audiovisual, Projection, and Videoconferencing Equipment, Computers, Desktop and Network Printers, Fire Fighting, Safety and Rescue Equipment, Fuel, Furniture, Hand Tools, Passenger Vehicles and Trucks, Photocopiers and Multifunction Devices, Security Equipment, Software, Tires and Tubes.

Services Acquisition

The Services Acquisition activity involves the definition of the service requirements, the selection of the sourcing method, the implementation of the sourcing method, the awarding of the contract, the administration of the contract and closure of the file. Services Acquisition covers but are not limited to, services in the following areas: Central Removal Service, Centralized Professional Services, Learning Services, Professional Audit Support Services Supply Arrangement (PASS-SA), Solutions-Based Information Informatics, Professional Services (SBIPS), Task and Solutions Professional Services (TSPS), Clothing Advisory Service (CAS), Commissionaire Services, Communications and Printing, Courier Services (CFS); and Professional Services: Professional Services Online (PS Online), SELECT (Construction, Engineering, Architecture Services), Task Based Informatics Professional Services (TBIPS), Temporary Help Services (THS).

Construction Acquisition

The Construction Acquisition activity involves the definition of the service requirements, the selection of the sourcing method, the implementation of the sourcing method and the awarding of the contract. It may or may not involve the administration of the contract or closure of the file.

Other Acquisitions

Other acquisitions include those that fall outside the definitions of goods and services above.

The acquisition services business processes in this document are laid out in PWGSC's Supply Manual, 4 and do not map directly to the service groupings above as these are not groupings of activities but rather groupings of service types.

Relationship to Other GVTs

Business processes and activities often overlap. When the IRBV from an activity is identified in another GVT, there is a note in the table of IRBV and retention recommendations (below) to direct the user to the proper tool.

Real Property and Materiel Services: Acquisition Services complements the other internal services described in the Asset Management Services suite. Acquisition Services deals with the acquisition/procurement process component of asset management, while Real Property and Materiel Services deal with the management of assets after they are acquired. Each of these asset management services is addressed in separate GVTs.

Financial Management Services: Acquiring assets may involve functions, tasks, or activities related to the financial management or the Comptrollership of financial transactions as documented by contracts, purchase orders, or other financial records. These business processes and IRBV are addressed in the Financial Management Services GVT.

Management and Oversight: All policy related to asset management is addressed in the Management and Oversight GVT.

Human Resources Management: Acquiring assets may involve functions, tasks, or activities related to human resources management. These business processes and IRBV are addressed in the Human Resources Management GVT.

Legal Services: Acquiring assets may involve functions, tasks, or activities related to legal services. These business processes and IRBV are addressed in the Legal Services GVT.

Business Processes

The TBS Contracting Policy⁵ contains requirements for the contracting processes that GC client departments are to follow. However, there is little detail regarding

⁴ Public Works and Government Services Canada – Policy and Process Directorate, Supply Manual, Version 11-1, May 16, 2011, 622 p. http://www.tpsgc-pwgsc.gc.ca/app-acq/ga-sm/index-eng.html
The Supply Manual was updated in the fall of 2013, after the initial research and drafting of this GVT. The changes contained in the new version of the Supply Manual do not affect the high-level processes described herein.

5 http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14494§ion=text

documentation in this policy, and as a result, the processes described within this section are taken from the PWGSC Supply Manual.

The acquisition services business processes are laid out in PWGSC's Supply Manual, 6 with the exception of assessing and planning. Acquisitions activities are comprised of seven sub-activities:

1. Assess and Plan:

While assessing and planning the acquisition of goods or services is not expressly stated as a process in the PWGSC Supply Manual, it is necessary to perform an evaluation of existing assets and resources on an ongoing basis as well as conduct assessments of current and future organizational needs.

2. Requirements Definition:

Requirements Definition involves identifying the needs of the requester to ensure the goods or services being acquired are the best possible for the situation while adhering to a variety of legal frameworks. Developing the business case, the statement of work or the goods specifications, determining the security requirements, assessing risk and seeking approvals for expenditures are the main activities under Requirements Definition.

3. Procurement Planning:

Procurement Planning (Procurement Strategy) defines in general terms how goods, a service or construction will be procured, and will include, at the highest level, the decision to proceed competitively or non-competitively and provide applicable details in support of industrial and regional benefits or other national objectives, and international trade agreements. The strategy could be quite basic, such as the decision to use a standing offer, or could be more detailed, which would be used for major projects. The planning phase involves reviewing the statement of work and determining the method of supply or the sourcing method, defining the evaluation criteria for the bidders, preparing the selection methodology, and may also include seeking a variety of approvals or legal advice.

4. Solicitation Activities:

Solicitation Activities involves soliciting bids from suppliers, responding to inquiries, evaluating submitted bids/proposals and determining the successful bidder in accordance with the evaluation and selection methodology.

5. Contract Award:

Contract Award involves obtaining the various levels of approval for the project, awarding the project to the selected contractor, making the awarding of the contract

⁶ Public Works and Government Services Canada – Policy and Process Directorate, Supply Manual, Version 11-1, May 16, 2011, 622 p. http://www.tpsgc-pwgsc.gc.ca/app-acq/ga-sm/index-eng.html
The Supply Manual was updated in the fall of 2013, after the initial research and drafting of this GVT. The changes contained in the new version of the Supply Manual do not affect the high-level processes described herein.

public through official notices (e.g., GETS, or any electronic bidding methodology), debriefing the unsuccessful bidders and responding to challenges.

6. Contract Administration:

Contract Administration, an important part of contract management, includes those activities performed after a contract award, to ensure files are properly maintained, that the contractor has met the requirements of the contract, and that payment is initiated.

7. Contract Close-out:

Contract Close-out involves the completion of the acquisition activities, the financial aspects of the file and the evaluation of the contractor.

Retention

Recommended retention specifications in GVTs are determined based on traditional or best practices, a review of government-wide legislation and policy, and validation with subject matter experts. Retention periods are suggestions only; departments must take into account their own legislative requirements and business needs.

The Acquisition of goods and services can fall under the North American Free Trade Agreement (NAFTA) or World Trade Organization (WTO) agreement. However, the only explicit retention recommendations in these agreements are for three and five years, which is a shorter time than the recommendations made within this GVT.

It is our recommendation that all acquisition files be treated as a case file: all IRBV related to the procurement of an item should be retained in one repository so that disposition actions can be taken on all components of the file, and as such, the retention recommendations will apply to the complete file.

The trigger for the application of the retention period should be the contract expiry date, or the end of the life of the asset.

Business Value and Retention Recommendations

Please note: that activities may be undertaken in collaboration with PWGSC Procurement Officer/Project Manager and the IRBV recommended might be the original documents, or copies of those held at PWGSC

1. Assess and Plan

Business Processes	Recommendations: Information Resources of Business Value (IRBVs)	Recommendations: Retention Period
Assess and plan requirements	Information resources related to planning and	
Evaluate existing assets and	evaluation Needs assessment information resources	6 fiscal years after the end of the
resources		fiscal year after the end of the life of
Assess current and future organizational needs	See also Management and Oversight GVT for long-term planning information resources	the asset or termination of contract.

2. Requirements Definition

Business Processes	Recommendations: Information Resources of Business Value (IRBVs) @	Recommendations: Retention Period
Initiate the project Initiate contact with PWGSC if required for the scope of the project	Correspondence with PWGSC Meeting agenda, notes, record of decision Approved Specific Service Agreement (SSA)	6 fiscal years after the end of the fiscal year after the end of the life of
Prepare a Specific Service Agreement and Project Charter	Approved Project Charter	the asset or termination of contract
Define the need Develop the options analysis/business case Validate the options analysis/business case	Market Survey Make or buy analysis Options analysis/business case Cost benefit analysis Life cycle costing analysis	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract

	Legal advice	
Determine the method of supply Justify need for sole source procurement (if required)	Decision information resources Sole source justification Justification of non-competitive process Acceptance/rejection of sole source decision	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Establish a budget and source of funds Obtain expenditure approval	Preliminary budget (preliminary cost estimates and schedules) Expenditure approval	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Develop the Solicitation Documents Define the requirement Develop Statement of Work Identify intellectual property considerations Identify environmental considerations Ensure outgoing procurement documents are translated	Translated, approved Statement of Work (SOW) Amendments to SOW Foreground information (intellectual property) Record of advice from Advertising Coordination and Partnerships Directorate (where applicable) Information resources relating to environmental considerations Privacy impact assessment Inventories and source lists Qualified products list	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Assess Risk	Please see the Management and Oversight GVT for Risk Management/Plan Risk assessment generic processes and associated generic IRBV	For retention please see Management and Oversight GVT
	Procurement Risk Assessment Tool	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Consult real property investment board (when acquisitions of real property are involved)	Correspondence with Real Property Investment Board	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract

Identify security requirements	Security requirements checklist (SRCL) signed by Project Authority, Security Authority, and Canadian Industrial Security Directorate (CISD) Threat and Risk Assessment/Project Complexity and Risk Assessment (PCRA) Correspondence with the Canadian Industrial Security Directorate Correspondence with PWGSC Designated Screening (DOS) application Facility Security Clearance (FSC) application	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Raise the Requisition	Acknowledgment of requisition Original requisition and any requisition amendments, related correspondence Price and Availability Enquiry (P&A) Request for Information (RFI) Letter of Interest (LOI) Form: PWSGC 9200 Complexity Assessment Tool Statement of Capability Statement of interest Invitation to participate	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Commit funds in financial system	Entries into SAP (contract/commitment, amendment, call up, information, approval)	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract

3. Procurement Planning

Business Processes	Recommendations: Information Resources of	Recommendations:
	Business Value (IRBVs)	Retention Period

	Approved Preliminary Project Plan (PPP) (PPA)	
	Approved Feasibility Report (FR)	
Project Identification	Project Charter	
Determine sourcing	Centre of Expertise/Owner Investor/Analyst	
strategy/procurement strategy	Report	6 fiscal years after the end of the
Develop procurement plan	Project complexity and risk assessment	fiscal year after the end of the life of
Secure appropriate reviews and	Investment Analysis Report (IAR)	the asset or termination of contract
approvals for preliminary planning	Lease Project Approval (LPA)	
documents	Approved procurement plan (copy of, or note to file with procurement number)	
	Identification Close Out Document (ICOD)	
	Exception justification documents (PWGSC-TPSCG 563, attestation form)	
Validate the justification for exceptions to the Government	Documents related to obligations under Comprehensive Land Claim Agreements	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Contracts Regulations and trade agreements	Documents relating to obligations under World Trade Organization Agreement on Government Procurement (WTO-AGP) or North American Free Trade Agreement (NAFTA)	
Approvals	Turnaround Document/TB project approval	
Seek Supply Officer, Supply	(depending on the scope of the project)	
Specialist, Manager, Director approvals as necessary	Ministerial approval (where appropriate) Procurement Review Committee (PRC) detail	6 fiscal years after the end of the
Seek TB approval as necessary	documents	fiscal year after the end of the life of
Seek Procurement Review Committee	PRC record of decision	the asset or termination of contract
approval (if project is over \$2 million)	Project Review Advisory Committee report	
Seek project review by Senior Project Advisory Committee (SPAC) (when	Other approvals as required by the process	

the procurement is more than \$100,000 but not an MCP)		
Seek Department of Justice approval when contract involves a practising member of the Bar.		
Involvement of Fairness Monitor (as required by project size, or other factors as identified by the Risk Assessment tool)	Fairness Monitoring Coverage Assessment and Recommendation form 587 Reports from Fairness Monitor	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Develop Bid Evaluation Criteria		
Establish the evaluation team members, their role and responsibilities Develop the plan for bid evaluation Develop the bid evaluation criteria Develop the scoring grid	Evaluation Criteria documents (criteria, scoring guide, evaluation plan, scoring sheets, rough notes, consensus scoring, technical evaluation report, weighted list)	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract

4. Solicitation Activities

Business Processes	Recommendations: Information Resources of Business Value (IRBVs)	Recommendations: Retention Period
Bid Solicitation Invite tenders/proposals/bids in accordance with the procurement strategy Prepare and issue bid solicitation documents	Preparatory documents for GETS posting Translated questions and answers from GETS Bid Solicitation documents including: Notice of proposed procurement (NPP); Advanced Contract Award Notice (ACAN)	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract

Receipt of Bids	Confirmation of receipt of bid	6 fiscal years after the end of the
Track bids	Tracking of bids (bid management control mechanism)	fiscal year after the end of the life of the asset or termination of contract
Withdrawal of Bid	Written withdrawal of bid/tender	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Engagement of Bidders		
Respond to inquiries from interested suppliers	Responses to interested suppliers Documents from bidders conference/site visits	6 fiscal years after the end of the
Hold bidders conference if required	(agenda, minutes of bidders conference)	fiscal year after the end of the life of
Conduct site visit if required	Correspondence resulting from site visit Amended SOW	the asset or termination of contract
Amend SOW if required		
Bid Evaluation Evaluate the suppliers Evaluate bids, proposals and offers Be involved in technical negotiations Recommend a supplier to award the contract	Documents from evaluation meetings Copies of responses to supplier inquiries Copies of evaluations of financial and technical proposals Copies of documents determining the successful bidder Copies of procurement agreements Copies of Approval documents Copies of approved contracts Copy of Loan Agreement (where the Crown is obligated to provide the contractor with certain items), and related cost benefit analysis Copies of suppliers bid submissions Conflict of interest declaration Report to Industry Canada of identical bids	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract

Confirm Security Clearances	6 fiscal years after the end of the fiscal year after the end of the life of
	the asset or termination of contract

5. Contract Award

Business Processes	Recommendations: Information Resources of Business Value (IRBVs)	Recommendations: Retention Period
	Contract Approval information resource	
	Copy of winning bid	
Award Contract	Notification to winning bidder	6 fiscal years after the end of the
Award Contract	GETS entry of winning bidder	fiscal year after the end of the life of the asset or termination of contract
	Contract Award Notice	the asset of termination of contract
	Copy of formal contract awarded	
	Correspondence with unsuccessful bidders	6 fiscal years after the end of the
Debrief unsuccessful bidders	Notes from oral debriefing (based on notes from the evaluation sessions)	fiscal year after the end of the life of the asset or termination of contract
	Challenge from supplier	
Bearing to abolton one to the	Input into the legal responses as required	6 fiscal years after the end of the
Respond to challenges to the procurement decisions	Validation of challenge from appropriate authority	fiscal year after the end of the life of the asset or termination of contract
	Access to information inquiries and responses	
Acquire	Operating Lease, Capital Lease, Licence, MOU (information resources pertaining to the acquisition of Real Property)	6 fiscal years after the end of the fiscal year after the end of the life of
	Legal advice or information resources relating to the acquisition of real property	the asset or termination of contract

6. Contract Administration

Business Processes	Recommendations: Information Resources of Business Value (IRBVs)	Recommendations: Retention Period
Commencement of work, receipt of goods Review and understand the contract Initiate work Receive goods	For IRBV related to receipt of Goods please see Materiel Management GVT	For retention please see Materiel Management GVT
Monitor progress Attend progress review meetings Brief, monitor and interact with suppliers Document decisions and significant developments	Progress review reports Minutes from meetings with team/contractors Documents resulting from examinations of the work in progress, examination of goods Contract amendments as required Project audits (financial and technical) Copies of written notice from the Contractor in the event of a delay with a work-around plan Copy of contract amendment Correspondence indicating agreement with the amendment from the contractor	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Task Authorizations	Contract Planning and Advance Approval Form	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Address Performance Issues Notify the contractor of poor performance Consult with Legal Services	Copies of written notification from PWGSC regarding poor performance Correspondence with the Procurement Officer in the event of issues with the commodity following delivery	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract

Payment on progress claims	See Financial Management GVT	6 fiscal years after the end of the
	Copy of invoice sent to finance (with signature); progress claims	fiscal year after the end of the life of the asset or termination of contract
Assign the contract (in specific circumstances, as detailed by the negotiated contract)	Correspondence with Legal Services Formal assignment document assigning the contract to a third party	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Amend the contract	Design Change/Deviation form PWGSC/TPSGC 9038 Formal Contract Amendment Correspondence with Legal Services	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Dispute Resolution	Correspondence with the Contract Conflict Management Office Copies of correspondence with contractor to resolve contract dispute	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Raise a warranty claim (when necessary)	Correspondence with Procurement Specialist regarding a warranty issue Copies of correspondence with the contractor to resolve a warranty issue	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
Termination of contract	Notice of Termination Correspondence with Legal Services Correspondence with PWGSC procurement specialist Copy of correspondence with contractor to terminate the contract in full or in part Stop Work Order/notice of suspension of services (and subsequent cancellation if the issue is resolved) Written notice of Crown's intent to terminate all or part of the contract for default, convenience or mutual consent	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract

Correspondence with CISD	
Correspondence with Contract Conflict	
Management Office	

7. Contract Close Out

Business Processes	Recommendations: Information Resources of Business Value (IRBVs)	Recommendations: Retention Period
Approve final payments Return contract financial security	Copies of final payment claim, certified as per Section 34	6 fiscal years after the end of the fiscal year after the end of the life of the asset or termination of contract
	Copy of cost submission from contractor	
	Acquisition card statement (as received from Finance)	
	Verification documents of total time charged	
	Correspondence related to cheque requisition for bill of exchange	
	Correspondence related to release of letters of credit or other negotiable instruments deposited at the start of the process	
Evaluate Contract	Copy of audit report	
Initiate an audit of a cost reimbursable contract (when clause is in the original	Evaluation	
contract (when clause is in the original	Post-contract report on Environmental	6 fiscal years after the end of the
Evaluate contractor performance	Assessment	fiscal year after the end of the life of the asset or termination of contract
Assess environmental benefits	Client Satisfaction Survey	
Complete a Client Satisfaction Survey	Termination for convenience audit	
Report on contracts	TBS datacap annual report	6 fiscal years after the end of the
	Decentralized activity report	fiscal year after the end of the life of
	TBS proactive disclosure	the asset or termination of contract

PSAB	
Comprehensive Land Claim Agreement reports	
Ad hoc reporting on standing offer	
Spendcube data	
Proactive disclosure information resources	
Annual report to TBS on intellectual property above \$25,000	
Intellectual property disclosure	
Annual performance report of the Procurement	
Strategy for Aboriginal Business units (PSAB)	
Sustainable Development Strategies reports	
Audit on cost reimbursable contract	
Discretionary audit	
Time verification audit	