

Policy 3.3 Contracting of Services

Created: 2008/11/21

Last Revised: 2024/12/03

Corresponding [Procedure 3.3](#)

Related Policies:

[Policy 1.3 Conflict of Interest](#)

[Policy 3.1 Project Manager Roles and Responsibilities](#)

General

APHEO is a volunteer-run organization, relying on the skills, expertise and time of its members to support its vision and mission. There may be times when specific APHEO activities require additional resources or expertise beyond what its membership can provide. This policy describes when consultants and professional services can be used to support APHEO activities and provides parameters for how such services are retained.

Policy

1. APHEO may enter into contracts for service between individuals and/or agencies for the provision of professional and support services to APHEO only when:
 - 1.1. Specific projects require technical capabilities or, unique and specialized advice not available within APHEO; and/or
 - 1.2. The advice or services sought and the resulting expenditure, can be justified as being necessary to accomplish the activities of APHEO; and/or
 - 1.3. Projects require greater resources than are available.
2. Contracts for services for a consulting assignment and/or project will have the following requirements:
 - 2.1. A defined scope of work with specific objectives, deliverables, and timelines.
 - 2.2. Will be signed by the APHEO President, or delegate (either the Treasurer or Vice President), following a review, discussion and formal vote by the Executive Committee.
 - 2.3. For multi-year contracts or services, will be reviewed at least annually by the Executive Committee.
 - 2.4. Changes to the original contract will be contingent on the approval of the Executive Committee, through a review, discussion and formal vote.

Responsible Executive Committee Lead

President

Prior Revision Dates

2008/11/21

2011/11/20

2012/10/16

2016/10/25

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General

This procedure complements the corresponding policy and guides the process for contracting and retaining consultants and professional services.

Procedures

1. Request for Quotation (RFQ)

- Definition: a solicitation to external suppliers inviting them to submit an offer so that APHEO can purchase the specified consulting or professional services at a fixed total amount, including all expenditures (e.g., travel, accommodation, meals, printing). Such calls will result in a formal contract.
- When to use: appropriate when tasks and deliverables are highly specific. As a result, there is typically little variation among the approaches to be submitted.
- Points of consideration:
 - Competitive pricing should be the primary consideration for evaluating RFQs.
 - For purchases expected to exceed \$5000, a minimum of three written quotes should be sought from separate suppliers.
 - The RFQ should include the project scope and description along with the selection criteria.
 - All submissions will be reviewed and evaluated using predetermined criteria within a transparent process by the Finance Committee or by an ad-hoc group designated by the Executive Committee. The Finance Committee or designated ad-hoc group will provide a recommendation to the Executive Committee for approval.

2. Request for Proposal (RFP)

- Definition: a solicitation to external suppliers to submit an offer to provide goods or services, including professional or consulting services, as a basis for negotiations for entering into a contract.

- When to use: appropriate when there is a complex technical, professional or managerial problem or matter to be resolved for which there is often no clear or single solution. While the goal, timing, requirements or results desired is often describable, the method or way of reaching results may be left to proponents to submit for comparative evaluation.
- Points of consideration:
 - Price is not usually the primary factor for evaluation, although value and cost-effectiveness should still be evaluated and required of the successful candidate.
 - For purchases expected to exceed \$5000, a minimum of three written quotes should be sought from separate suppliers.
 - The RFP should include the project scope and description along with selection criteria.
 - All submitted RFPs will be reviewed and evaluated using predetermined criteria within a transparent process by the Finance Committee or by an ad-hoc group designated by the Executive Committee. The Finance Committee or designated ad-hoc group will provide a recommendation to the Executive Committee for approval.

3. Sole Source Situations

- Definition: entering into a commitment outside of the Request for Quotation (RFQ) or Request for Proposal (RFP) process.
- When to use: the Executive Committee may waive the need for an RFP or RFQ process in cases when normal purchasing procedures are not feasible (e.g., emergencies, with time constraints or for economic reasons), or where the service or product is highly specialized or unique.

4. Ongoing Service Provision

- Definition: there is an ongoing working relationship already established for a particular service
- When to use: the Executive Committee may waive the need for an RFP or RFQ process if they are satisfied with the quote and service provided by the established provider.

5. Contract Position Recruitment

- Definition: a solicitation to individuals to submit a resume as an application for competitive consideration. This will result in a recruitment and selection process as well as a formal contract.
- When to use: appropriate when there is a specific project with set funds allocated to a specific deliverable (e.g., project manager, work group member, module reviewer, consultant).
- Points of Consideration:



- Recruitment must include posting a contract position description, the salary range, application deadline and the required qualifications and experience.
- The candidate selection process will be conducted using predetermined criteria within a transparent process by an ad-hoc group designated by the Executive Committee. The ad-hoc group will provide a recommendation to the Executive Committee for approval.

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