



# Purchasing Policies and Procedures for Parents and Citizens Associations

These procedures apply whenever Parents & Citizens' Associations (P&Cs) undertake purchasing activities and are to be read in conjunction with the [Accounting Manual for P&C Associations](#) and the [Support Guide for P&Cs](#) to ensure purchasing activities:

- achieve value for money
- are fair and competitive
- are publically defensible.

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## Glossary of Terms

**DETE** – the Department of Education, Training and Employment

**Evaluation criteria** – used to evaluate compliance of quotes received against the specification.

**Evaluators** – the people making the decision whether quote/s received comply with mandatory and desirable evaluation criteria to meet the purchase requirement.

**Goods and services** – include all supplies (except for real property) and all types of services including building and construction services.

**Purchasing** – activities associated with buying goods and services.

**Quote or quotation** – supplier’s response to a request for quote to supply goods and services.

**Specification** – statement of requirement that defines what the purchaser wants to buy and consequently, what the supplier is required to provide.

**Supply arrangement** – a standing offer, preferred supplier, pre-qualified supplier or panel arrangement established between the Queensland Government and the successful supplier/s.

## Determining the Purchasing Method

Before commencing a purchasing activity, the P&C must determine the appropriate purchasing method from the following options:

### Option 1 Use an existing Queensland Government Supply Arrangement

Supply arrangements will save time, money and effort through reducing the need to seek quotes.

Supply arrangements protect the P&C with agreed terms and conditions.

Go to 'P&C Resources' on the [P&Cs Qld website](#) to view the available arrangements. Choose a supplier and quote the supply arrangement number to access the agreed pricing and terms and conditions.

### Option 2 School manages the purchase

Purchasing of ICT goods and services, building works and tools and equipment should be undertaken by the school to ensure compatibility with existing infrastructure and safety requirements.

The P&C contributes to defining the requirements and evaluating quotes but draws on school purchasing staff experience to manage the purchasing process and ensure compatibility with existing equipment and infrastructure.

### Option 3 P&C manages the purchase.

Purchasing forms (PF) are available to facilitate the purchasing process in line with the following minimum quotation requirements:

#### **\$0 – \$5,000**

Request a minimum of one quote by phone, in-store, catalogue or online. Use *PF002* to record the purchase details.

#### **\$5,001 - \$20,000**

Request a minimum of two written quotes. Use *PF003* to request quotes and *PF004* to evaluate quotes.

#### **\$20,001 - \$100,000**

Request a minimum of three written quotes. Use *PF003* to request quotes and *PF004* to evaluate quotes. Use *PF005* to identify and manage risks.

#### **\$100,000+**

Request a minimum of five written quotes. Use *PF003* to request quotes and *PF004* to evaluate quotes. Use *PF005* to identify and manage risks.

Use the Purchasing Checklist (*PF001*) to guide you through the process.

When purchasing supplies for P&C operated tuckshops, uniform shops, bookshops or OSHC, seek quotes based on the total annual spend or combined spend over two or three years to establish best value for money.

See further details for these options on the following pages.

## Option 1 Supply Arrangements

There are a number of existing supply arrangements established by the Queensland Government that may be useful to P&Cs. In addition, DETE has supply arrangements specifically established for school use.

Using these arrangements will save a P&C time, money and effort, reducing the need to seek competitive quotes. The Queensland Government has significant buying power and P&Cs will benefit from this buying power when accessing these arrangements, which ensure:

- Terms and conditions are in place to protect the P&C
- Legislative requirements have been addressed
- Where applicable, safety requirements have been included.

Go to 'P&C Resources' on the [P&Cs Qld website](#) to view these arrangements. When placing an order, reference the arrangement number (e.g. DETE 100915 – Fresh Food) to ensure agreed terms and conditions of supply and negotiated prices are applied.

## Option 2 School Manages the Purchase

If the P&C is purchasing equipment, materials and large value items (for example building and maintenance works), the purchase should be undertaken by the school on the P&Cs behalf. P&C members can still have input into how P&C generated funds are used through developing the specification, quote evaluation and establishing the contract or agreement. P&Cs will benefit through access to a range of technical and professional support services including DETE's Corporate Procurement Branch and regional Facilities staff.

School Managed Purchases can include:

### ➤ Building Work

Purchases that impact on school infrastructure or grounds must be approved in advance in writing by the School Principal who will, if necessary, obtain advice from DETE's capital works and infrastructure advisors. This applies to the:

- construction of improvements to a school's premises
- addition of a fixture to a school's premises
- purchase of furniture for a school.

Building work can become complex projects (e.g. removal of asbestos materials or other workplace health and safety restrictions). The Principal will ensure that the activity is treated as a school managed facilities project and completed in accordance with DETE's School Managed Facility Projects procedure.

The P&C holds no delegations for school infrastructure projects and therefore cannot enter into a contract or sign the letter of acceptance for any building consultants or contractors. The school Principal is authorised, within the limit of their delegation, to sign letters of acceptance.

### ➤ ICT Goods and Services

Information and Communications Technology (ICT) goods and services including:

- all computer based hardware and software
- communication devices such as mobile phones
- ICT contractors; and consumables.

To avoid compatibility and security issues, please ensure that all ICT purchasing is undertaken by the school on behalf of the P&C to ensure the purchase aligns with the schools ICT plan and the [Queensland Government Information Technology Contracting Framework \(GITC\)](#).

### ➤ Tools & Equipment

Purchasing for Trade Training Centres (attached to schools) and manual arts facilities requires technical expertise in the particular field of study. It also requires a thorough knowledge of the hazards associated with the installation and use of the tools or equipment and how to minimise risks to the student. To avoid problems, ask the school to manage the purchase of tools and equipment for these centres on behalf of the P&C.

## Option 3 P&C Manages the Purchase

### Step 1 – Determine the minimum process requirements

Where the P&C is not using a supply arrangement and the school is not managing the purchasing activity, quotes must be sought from genuine suppliers based on the estimated total value over the period of supply using the following minimum requirements.

<b>Purchase value<sup>1</sup></b> (GST exclusive)	<b>Minimum quotes required</b> <i>(more quotes can be sourced to establish value for money and give suppliers an opportunity to bid for school business)</i>	<b>Process to evaluate quotes</b>
<b>\$0 – \$5,000</b>	<b>One (1) or more quotes</b> <ul style="list-style-type: none"> <li>Prices can be obtained by phone, in store, from a catalogue or online.</li> <li>Consider any purchasing risks</li> <li>Use PF002 – Record of Purchase</li> </ul>	<b>One (1) evaluator</b> <ul style="list-style-type: none"> <li>Ensure goods or services meet requirement before making purchase.</li> </ul>
<b>\$5,001 - \$20,000</b>	<b>Two (2) or more written quotes</b> <ul style="list-style-type: none"> <li>Consider and manage purchasing risks</li> <li>Use PF001 - Purchasing Checklist to follow the process.</li> <li>Use PF003 - Request for Quote</li> </ul>	<b>One (1) or more evaluators</b> <ul style="list-style-type: none"> <li>Use PF004 – Evaluation of Quotes</li> </ul>
<b>\$20,001 - \$100,000</b>	<b>Three (3) or more written quotes</b> <ul style="list-style-type: none"> <li>Use PF001 - Purchasing Checklist to follow the process.</li> <li>Use PF005 – Risk Assessment to consider and manage purchasing risks.</li> <li>Use PF003 – Request for Quote</li> </ul>	<b>Two (2) or more evaluators</b> <ul style="list-style-type: none"> <li>Use PF004 – Evaluation of Quotes</li> </ul>
<b>\$100,000+</b>	<b>Five (5) or more written quotes</b> <ul style="list-style-type: none"> <li>Consider and manage purchasing risks (PF005 – Risk Assessment)</li> <li>Use PF001 - Purchasing Checklist to follow the process.</li> <li>Use PF003 – Request for Quote</li> <li>Consider placing an advertisement in your local paper as well as inviting quotes from known suppliers</li> </ul>	<b>Three (3) or more evaluators</b> <ul style="list-style-type: none"> <li>Use PF004 – Evaluation of Quotes</li> </ul>

### P&C operated Tuckshops, Uniform Shops, Bookshops, Outside Hours School Care (OSHC)

- ✗ It is not an option to sign up or enter into an agreement with any organisation or supplier without having sought the minimum number of quotes.
- ✓ Orders for supplies used in P&C operated tuckshops, bookshops, uniform shops or OSHC should be placed using purchase orders issued by the P&C and not through school accounts.
- ✗ P&Cs cannot enter into any contractual agreements without the written approval of the Principal as the Minister's delegate.
- ✗ P&C Subcommittees cannot enter into any agreements.
- ✓ If the P&C by resolution wishes to enter into a supply agreement, approved in writing by the Principal as the Minister's representative, the P&C President is authorised to sign the agreement.
- ✓ If P&Cs choose not to operate tuckshops, uniform shops, bookshops or OSHC at a school, they do not have the authority to outsource this business operation. This is the school's responsibility to manage the outsourcing of providers to run these activities.
- ✓ All P&C managed purchasing activities should refer to the information provided in the [Support Guide for P&Cs](#), the [Accounting Manual for P&C Associations](#) provisions covering Subcommittees and to the activity specific DETE procedures [Advertising and Sponsorship](#), [Loans Sought by Parents and Citizens Associations](#), [School Excursions](#), [School Managed Facility Projects and Student Resource Scheme](#).

<sup>1</sup> Purchase values should be the estimated value of the purchase or the combined value of all purchase to be made under a supply agreement. For example, if a tuckshop establishes a two (2) year supply agreement, the purchase value is the total value of all orders expected to be made during the agreement period and not just the weekly or monthly orders.

## Step 2 – Know the Rules

Purchasing activities should be undertaken with integrity, ensuring the outcome can stand up to scrutiny (accountability). While complying with these procedures will help ensure that integrity and accountability is achieved, the following issues should also be considered:

- **Gifts & Benefits**

P&C members (including subcommittee members and employees/convenors) should not accept gifts or benefits from suppliers (actual or potential). Such actions create the potential for allegations of preferential treatment being given to a particular supplier. An exception may be attendance at a road show or product launch where a number of potential buyers are invited and it is common practice for the supplier(s) present to provide relatively low cost refreshments.

The [Accounting Manual for Parent and Citizens' Associations](#) provides further guidance on giving and receiving gifts.

- **Conflicts of Interest**

P&C members and employees involved in a purchasing process should declare any conflict of interest to the P&C President as early as possible.

There may be instances where an individual should not be involved in a purchasing process, such as if they have a direct or indirect financial, family or personal interest in any supplier likely to be invited to quote or if they use the P&C's purchasing power for personal gain. It is also not appropriate to combine any personal purchases with a P&C purchasing process regardless of whether it is paid separately.

Conflicts of interest through favouritism or bias can also jeopardise the purchasing process. There is a risk that any perception of prejudice will result in complaints or appeals which can result in delays and financial costs not anticipated.

- **Complaints**

Most complaints about purchasing are avoidable and usually arise through mistakes or misunderstandings. Follow the guidance material contained in these procedures to avoid complaints.

Try and resolve any complaints about a purchase by discussing the issues with the people involved in the evaluation of quotes and then with the complainant. If this does not work, ask the Principal to take action in accordance with the Complaints provision in DETE's [Purchasing and Procurement procedure](#).

If fraud, misappropriation or misconduct is suspected, the Principal must report this in writing immediately to the Regional Director. In all cases keep a record of any correspondence or discussions.

- **Record keeping**

Keeping the quotes and related documentation can help resolve future disputes and help you give feedback to unsuccessful suppliers. It also helps to ensure there is an audit trail if the process is challenged or a complaint is received. This means that P&Cs must:

- Ensure documents are kept in a secure place preferably at the school and only used for the purpose they were provided.
- Keep copies of the purchasing process - how you invited and evaluated quotes (including working papers), what quotes were received and what dealings/discussions took place and what the result was and how it was communicated.
- Keep documentation with P&C records for the current and previous year. Prior year records must be kept with the school in accordance with the retention schedule. For example:

Request for Quote, Risk assessment & financial documentation (invoices etc.)	Retain for 7 years from last action
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Unsuccessful quotes	Retain for 2 years from last action
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### Step 3 – Know what you want to buy

Before starting any request for quote you should:

- Use the Purchasing Checklist (PF001) to assist in planning and undertaking the purchase.
- Research the requirement and the suppliers able to supply.
- Prepare a purchase specification detailing the requirement:
  - this can be simple or complex depending on the requirements but must be a true, complete and accurate statement of the requirement
  - be clear and avoid ambiguity so there will be no misunderstanding by suppliers
  - seek professional or technical advice on the specification if warranted
  - include functional<sup>2</sup> and/or technical<sup>3</sup> descriptors to improve clarity and certainty.
  - refer to the Queensland Government's [Specifying Requirements](#) for guidance.
- Understand the risks associated with the purchase and how you will deal with them.
- Consider whether you need any special conditions of contract, particularly in respect to service, delivery, warranty, returns and insurances.
- Be clear on what's important so you can decide how you will evaluate the quotes.
- Clearly identify any mandatory requirements, keeping in mind if a supplier does not meet a mandatory requirement their quote cannot be considered.

#### Points to Note

- ✓ If you have a particular product in mind (e.g. a specific ride-on mower), in addition to providing the minimum specifications you could also nominate the particular brand and model as an indicative solution by including words to the effect: "*Honda Ride-on Mower Model no. XYZ-0123 or equivalent product*". This allows suppliers of similar products the opportunity to offer their solution against the minimum specifications without you having to research all possible makes and models.

### Step 4 – Seeking quotes

Seeking quotes can include simply telephoning a supplier to obtain a price, however there are few things to remember:

- Confirm the P&C has the budget and prior written approval from the Principal.
- Before you ask suppliers to quote make sure you know **how** you are going to evaluate the quotes and **who** is going to do this (preferable to have two (2) or three (3) people involved).
- Use the PF003 Request for Quote form and send to the prospective suppliers. This form provides prompts on what information should be included and references the terms and conditions that will apply for the purchase.
- Do not ask for quotes from a supplier you know cannot meet the requirement and do not waste suppliers' time asking for quotes if you do not have a genuine interest in making a purchase - their time costs money.
- If a supplier asks for clarification on the specification or terms and conditions, make sure all prospective suppliers are given the same information.
- It is okay if there are not enough genuine suppliers to ask to quote, or if not all those who were asked respond. The key thing is to make genuine effort to meet policy requirements and your records confirm this.

#### Points to Note

- ✓ Suppliers engaged to provide services directly to children or child-related activities **must comply** with DETEs procedure [Working with Children Check – Blue Cards](#).
- ✓ When seeking quotes for school uniforms, suppliers must comply with the Code of Practice on employment and outwork obligations – textile clothing and footwear suppliers. The [Support Guide for P&Cs](#) provides further information on this Code of Practice.

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<sup>2</sup> Functional specifications define the task or desired result by focussing on what is to be achieved rather than how it is to be done.

<sup>3</sup> Technical specifications define the technical and physical characteristics and/or measurements of a product such as dimensions, colour, surface finish, design details, material properties, energy requirements, maintenance requirements and operational requirements.

## Step 5 – Make the Right Decision

Purchasing decisions require careful consideration and balanced judgement. P&Cs must therefore ensure that:

- Before seeking quotes, the evaluators agree on the evaluation criteria and scoring method (this avoids bias and manipulation of criteria to suit particular suppliers).
- Quotes are evaluated fairly and record (PF004) whether:
  - the offered product /service meets the specification requirements
  - delivery will be on time
  - the price is within budget
  - the supplier has agreed to all the terms.
- Every quote from a supplier is treated as confidential and price lists or content of any supplier's quote is not disclosed to another supplier or third party, or used as a basis for haggling or negotiation.
- Only the information provided through the quotation process is used to select a supplier and quotes are independently evaluated against the evaluation criteria (not against each supplier's quote).
- Negotiation is only used to sort out any differences or gaps between what is needed and what is on offer.
- The reason for supplier selection is clearly justified, documented and can withstand public scrutiny.
- Contractual agreements are not entered into without the written approval of the Principal as the Minister's delegate.
- The successful supplier is notified by letter (signed by the P&C President) or by purchase order.
- Once the successful supplier has accepted the contract, notify and thank the unsuccessful supplier(s) (preferably in writing if their quote was in writing).
- Feedback is provided to suppliers on request. Unsuccessful suppliers are entitled to receive feedback about why they were unsuccessful, how their quote can be improved next time and whose quote was accepted and at what price.
- The appropriate forms are used to keep a record of the process used to source and evaluate quotes and stored in a secure place to maintain confidentiality and to facilitate audit review.

### Points to Note

- ✗ Schools and P&Cs should avoid promoting any suppliers as "preferred" or "endorsed".
- ✓ For more information about this topic see the Queensland Government's [Evaluating Offers guide](#).

## Step 6 – Managing the Contract

Nominate someone to manage the contract or delivery of the goods/services. The contract manager or administrator should ensure that:

- they have a good understanding of the purchase requirements and the contract terms and conditions agreed with the successful supplier
- the supplier understands and subsequently fulfils their obligations in accordance with the agreed specification and terms and conditions
- the supplier maintains valid insurance or licensing requirements for the period of the contract
- they understand the clauses regarding contract variations and ensure they are approved and processed correctly
- before paying the supplier's Tax Invoice, check there are no outstanding or incomplete items or deliveries. It is easier to get the supplier back to fix/resolve something before paying their invoice
- paperwork relating to managing the contract is maintained and ensure they are kept in a secure place, preferably with the quote.

## PURCHASING CHECKLIST (PF001)

*Use this checklist to help plan and undertake purchasing activities.*

<b>PURCHASE DETAILS</b>			
<b>P&amp;C (school) Name</b>		<b>P&amp;C rep name (purchaser)</b>	
<b>Description of Goods or Services to be purchased</b>		<b>Estimated Cost</b>	\$ (excl. GST)

  

<b>PURCHASE ACTIVITY</b>	<b>Actioned</b>																				
<b>Prepare for the purchase</b>																					
1. Create a file (electronic/hard copy) to record all communication and documentation	<input type="checkbox"/> <b>Yes</b>																				
2. Determine the appropriate purchasing method and evaluators required to assess quotes: a. <input type="checkbox"/> Use an existing <a href="#">supply arrangement</a> (skip to step 9) or; b. <input type="checkbox"/> School manages the purchase (for complex purchases or ICT, equipment and building works) or; c. <input type="checkbox"/> P&C manages purchase (continue to step 3)	<input type="checkbox"/> <b>Yes</b>																				
<table style="width: 100%; border: none;"> <tr> <td style="width: 25%;"><b>Purchasing value (excl. GST)</b></td> <td style="width: 25%;"><b>Minimum quotes required</b></td> <td style="width: 25%;"><b>Minimum Evaluator/s</b></td> <td style="width: 25%;"></td> </tr> <tr> <td>Up to \$5,000</td> <td><input type="checkbox"/> One quote (PF002)</td> <td><input type="checkbox"/> One evaluator</td> <td></td> </tr> <tr> <td>\$5,001 to \$20,000</td> <td><input type="checkbox"/> Two written quotes (PF003)</td> <td><input type="checkbox"/> One evaluator</td> <td></td> </tr> <tr> <td>\$20,001 to \$100,000</td> <td><input type="checkbox"/> Three written quotes (PF003)</td> <td><input type="checkbox"/> Two evaluators</td> <td></td> </tr> <tr> <td>over \$100,000</td> <td><input type="checkbox"/> Five written quotes (PF003)</td> <td><input type="checkbox"/> Three evaluators</td> <td></td> </tr> </table>	<b>Purchasing value (excl. GST)</b>	<b>Minimum quotes required</b>	<b>Minimum Evaluator/s</b>		Up to \$5,000	<input type="checkbox"/> One quote (PF002)	<input type="checkbox"/> One evaluator		\$5,001 to \$20,000	<input type="checkbox"/> Two written quotes (PF003)	<input type="checkbox"/> One evaluator		\$20,001 to \$100,000	<input type="checkbox"/> Three written quotes (PF003)	<input type="checkbox"/> Two evaluators		over \$100,000	<input type="checkbox"/> Five written quotes (PF003)	<input type="checkbox"/> Three evaluators		<input type="checkbox"/> <b>Yes</b>
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over \$100,000	<input type="checkbox"/> Five written quotes (PF003)	<input type="checkbox"/> Three evaluators																			
3. Establish timetable for purchasing activity: Contract start/delivery date ...../...../..... Request for quotation prepared ...../...../..... (allow min. 4 weeks prior to start date) Request for quotation issued ...../...../..... (allow min. 3 weeks prior to start date) Quotes received (closing date) ...../...../..... (allow min. 2 weeks prior to start date) Evaluation & supplier selection ...../...../..... (allow min. 1 week prior to start date)	<input type="checkbox"/> <b>Yes</b>																				
4. Identify and manage any purchasing risks (use PF005)	<input type="checkbox"/> <b>Yes</b>																				
<b>Seek and evaluate quotes</b>																					
5. Prepare Request for Quote documentation > Seek input from school or P&C members to the <a href="#">specification</a> ; > Consider school/government policies e.g. <a href="#">Blue Card</a> , <a href="#">ICT</a> , <a href="#">Facilities</a> , <a href="#">School management</a> > Determine evaluation criteria and weightings and seek agreement from the evaluators	<input type="checkbox"/> <b>Yes</b>																				
6. Issue Request for Quote (PF003) documentation to suppliers > Advise one contact officer for all clarifications and record responses in writing	<input type="checkbox"/> <b>Yes</b> <b>Issue date:</b> ...../...../.....																				
7. Open offers after the closing date/time and evaluate (PF004) > Evaluators understand their <a href="#">obligations</a> and consider risks when evaluating information provided in supplier quotes fairly.	<input type="checkbox"/> <b>Yes</b>																				
8. Finalise evaluation > Evaluators agree and can justify final decision, sign and date the evaluation report > Check references/insurance certificates/licences/ <a href="#">ABN</a> of successful offeror	<input type="checkbox"/> <b>Yes</b>																				
<b>Award the contract</b>																					
9. Seek written approval from the school Principal to award the contract	<input type="checkbox"/> <b>Yes</b>																				
10. Contact the successful Offeror and confirm their ability to commence/deliver	<input type="checkbox"/> <b>Yes</b>																				
11. Initiate order for approval and release (reference the supplier's quote number/date or SOA number on the purchase order or letter of acceptance).	<input type="checkbox"/> <b>Yes</b>																				
12. Advise unsuccessful Offerors of outcome and offer feedback	<input type="checkbox"/> <b>Yes</b>																				
<b>Administer the contract</b>																					
13. Nominate Contract Administrator to oversee the contract deliverables	<input type="checkbox"/> <b>Yes</b>																				
14. Check supplier meets obligations throughout the contract (including currency of insurance/licences)	<input type="checkbox"/> <b>Yes</b>																				
15. Follow up outstanding or incomplete items before initiating payment	<input type="checkbox"/> <b>Yes</b>																				
16. Manage variations and amend purchase orders	<input type="checkbox"/> <b>Yes</b>																				
17. Maintain records/paperwork for retention and access for audit purposes.	<input type="checkbox"/> <b>Yes</b>																				

# PURCHASING GUIDANCE

## Do's

- ✓ Ask the school to manage any purchase of tools, equipment, ICT or building works to ensure compatibility with existing infrastructure and safety requirements.
- ✓ Consider the total aggregate cost of goods or services over the period of supply to determine quote requirements and gain savings and efficiencies in purchasing.e.g. school year supplies for tuckshop, bookshop or uniform shop.
- ✓ Create a file (electronic/hard copy) to record all communication (including verbal) and documentation to support purchasing decisions and demonstrate integrity in the process. Keep supplier provided information securely.
- ✓ Use P&CQld templates for requesting and evaluating quotes to ensure agreements are protected under standard terms and conditions.
- ✓ Consider and manage risks associated with purchase.
- ✓ Clearly specify the requirement and limit mandatory criteria to essentials only e.g. licenses, compliance to Australian Standards
- ✓ Allow sufficient time for suppliers to respond to a request for quote.
- ✓ Provide a sole point of contact for suppliers submitting a quote and ensure all suppliers are provided the same information at the same time so that no supplier is given an unfair advantage against competitors.
- ✓ Seek approval from the School Principal before entering into any contracts or agreement.
- ✓ For contract variations or amendments:
  - Obtain approval from the P&C Association.
  - In writing and agreed and signed by all parties.
  - Amend and reissue purchase orders.



## Don'ts

- ✗ Do not accept gifts, favours or hospitality from suppliers or potential suppliers. Declare any conflicts of interest, be aware of fraudulent activities and report any suspicion of misconduct
- ✗ Do not tack personal purchases on the back of a P&C purchasing process regardless of whether it was going to be paid for privately
- ✗ Do not change the evaluation criteria or weightings after the request for quote has been released.
- ✗ Do not open offers until after the closing date and time.
- ✗ Do not include or exclude late offers before considering:
  - Whether the offeror has an advantage of more time to prepare their response.
  - What the contributing factors are (eg. postal/courier/fax delays).
  - The number of offers received.
- ✗ Do not exclude offers that fail to meet the desirable requirements. Only offers that fail to meet mandatory requirements must be excluded.
- ✗ Do not evaluate offers against each other. Evaluate each offer against the evaluation criteria.
- ✗ Do not enter into agreements under supplier terms and conditions without reviewing to ensure they are acceptable for the purchase.
- ✗ Do not take advantage of a supplier's genuine mistake.
- ✗ Do not haggle with suppliers or play one supplier against another to beat down the price.
- ✗ Do not make variations or amendments to a contract after the original contract date has expired. Major changes or expired contracts require a new purchasing process.





## REQUEST FOR QUOTE (PF003)

*Use this form to request a quote for the supply of goods and services. The Customer (P&C purchaser) completes the quote requirements in Section 1 and any questions in Section 2. The supplier completes Section 2 – Response Schedule and submits for evaluation.*

### SECTION 1 - REQUEST FOR QUOTE (for Customer completion)

#### QUOTE REQUEST TO

Supplier name:		Contact name:	
Email/Fax No.:		Request Date:	...../...../.....

#### QUOTE SUBMISSION AND ENQUIRIES

P&C Name:		Contact name:	
Street Address:		Phone No.:	
Email:		Fax No.:	
Offers <b>MUST</b> be received via email, facsimile or post/courier by:			
Closing Date:	<<Day>> ...../...../.....	Closing Time:	.....

#### QUOTE REQUIREMENTS

<b>Item Description and Quantity</b>	<<Purchaser to describe the item requirements or write 'Refer to Attachment A - Specification'>>
<b>Support Services</b>	<<Purchaser to detail requirements for warranty, maintenance, support etc. or write 'Refer to Attachment A - Specification'>>
<b>Delivery Date</b>	...../...../..... <b>Delivery Address:</b> .....
<b>Evaluation Criteria</b>	All quotes will be evaluated to standard evaluation criteria consisting of whole of life costs, conformance to requirements (specifications) and support services.
<b>Conditions of Offer</b> applicable to this purchase	<b>For all Goods and Services</b> , the Department of Education, Training and Employment's <i>Short Form Conditions of Offer</i> will apply to the request for quote.
<b>Conditions of Contract</b> applicable to this purchase	<p>The following Conditions of Contract will apply to the contract formed with the successful Offeror:</p> <p><input type="checkbox"/> <b>For General Goods and Services</b>, the <i>Short Form Conditions of Contract for the Provisions of Goods and/or Services Version 004 – dated 1 July 2012</i>; or</p> <p><input type="checkbox"/> <b>For ICT Goods and Services</b>, the <i>GITC V5.02 Part 2, GITC General Order and applicable GITC Schedule(s) and GITC Modules</i> No. ....</p> <p><b>For all Goods and Services</b>, the <i>Working on Department of Education, Training and Employment Facilities</i> identifies the responsibilities and obligations of contractors who undertake any work on the department's sites, including work involving asbestos containing material.</p>

It is the responsibility of Offerors to familiarise themselves with the contents of the relevant Conditions of Offer and Conditions of Contract available at <http://deta.qld.gov.au/procurement/purchase-terms-conditions.html> or can be requested on 1300 366 612 or by email [procurement.corporate@dete.qld.gov.au](mailto:procurement.corporate@dete.qld.gov.au).

Remove this page if a detailed specification is not required for the purchase

## SECTION 1 - ATTACHMENT A – SPECIFICATIONS (for Customer completion)

### 1. BACKGROUND / SCOPE

<<Purchaser to provide a brief description of the goods or services and any background information. Include what is to be achieved, compatibility with other equipment, how the item is to be used and context etc.>>

### 2. TECHNICAL / FUNCTIONAL REQUIREMENTS

**MANDATORY REQUIREMENTS** (describes the 'must haves' and failure to provide these requirements would render the quote as non-compliant and excluded from evaluation)

Use the following examples to specify the mandatory requirements:

- Essential product or service requirements
- Licensing, standards, codes and legislative compliance
- Insurances
- Other mandatory requirements to suit purchase

**DESIRABLE REQUIREMENTS** (describes the goods or services required)

Use the following examples to specify the desirable requirements:

- Product or service requirements and outcome required
- Date goods required or period of supply (start/end dates)
- Delivery and installation requirements and location
- Milestones and deliverables
- Health & safety (staff, students, visitors)
- Site visit prior to submitting offer
- Customer assistance provided or items supplied
- Warranty and on-going support services
- Capabilities and experience of organisation/key personnel
- Past performance
- Service delivery methodology etc.
- Progress and performance reporting requirements
- Staff training needs
- Privacy and confidentiality requirements
- Intellectual Property and Moral Rights - Ownership Model (ICT purchases)
- Other desirable requirements to suit purchase

## SECTION 2 – SUPPLIER RESPONSE (for Supplier completion)

*Supplier to provide quote details in this Section 2 and attach any additional information.  
Please answer all questions and return both Section 1 and 2 when submitting your quote.*

### SUPPLIER DETAILS AND AUTHORISATION

<b>Supplier Name:</b> <small>(Offeror)</small>		<b>Contact Name:</b>	
<b>Postal Address:</b>		<b>Post Code:</b>	
<b>Phone:</b>		<b>Mobile Phone:</b>	
<b>Email:</b>		<b>Fax:</b>	
<b>ABN:</b>		<b>Is your Company registered for GST?</b>	<input type="checkbox"/> YES <input type="checkbox"/> NO

### SUPPLIER RESPONSE SCHEDULE

PRODUCTS OR SERVICES OFFERED AND PRICING		OFFEROR'S RESPONSE		
Quantity	Description <small>(attach brochures or other documentary evidence of compliance with requirement, if necessary)</small>	Unit Price (excl. GST)	GST Payable (per unit)	Total Price (incl. GST)
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		<b>Delivery / Other Costs</b>		\$
		\$	\$	\$
<b>Settlement Discount</b> (if applicable) ..... % .....Days If no discount is offered, then the Customer's standard payment terms of 30 days shall apply.		<b>Total Unit Price (excl. GST)</b>	<b>Total GST Payable</b>	<b>Total Price (incl. GST)</b>
<b>Delivery / Start Date</b>	...../...../..... or ..... working days from receipt of order.			

*Please answer all questions below*

#### OFFEROR'S RESPONSE

*Attach extra pages/s if necessary to provide adequate and complete response*

1. Does your organisation agree to the following applicable terms and conditions which shall apply to any contract entered into as a result of this request for quote?
  - a. **For General Goods and Services**, the [Short Form Conditions of Contract for the Provisions of Goods and/or Services Version 004 – dated 1 July 2012](#)
  - b. **For ICT Goods and Services**, the [GITC V5.02 Part 2, GITC General Order and applicable GITC Module Order\(s\) and GITC Schedule\(s\)](#)
  - c. **For all Goods and Services**, the [Working on Department of Education, Training and Employment Facilities](#)

NOTE: If variations to the above applicable conditions of contract are submitted, the Customer reserves the right to reject that Offer and accept an Offer which fully complies with the relevant Conditions of Contract without amendment.

- YES  NO  N/A
- YES  NO  N/A
- YES  NO

If 'NO', give details of each and every aspect where there is not agreement.

Please answer all questions below

**OFFEROR'S RESPONSE**

Attach extra pages/s if necessary to provide adequate and complete response

	.....
2. Does your offer fully comply with the quote requirements and specifications detailed herein?	<input type="checkbox"/> YES <input type="checkbox"/> NO If "NO", give details of each and every aspect of non-compliance .....
3. What are the warranty provisions for the goods/services offered?	.....
4. Does your organisation hold insurance and licensing requirements to fulfil the obligations and if successful, be able to provide evidence of validity?	<input type="checkbox"/> YES <input type="checkbox"/> NO If no, give details of non-compliance .....
5. Will your Offer be valid for 90 days?	<input type="checkbox"/> YES <input type="checkbox"/> NO If no, give details of offer validity .....
6. <b>FOR ICT GOODS AND SERVICES</b>	<input type="checkbox"/> YES <input type="checkbox"/> N/A
a. What is your Queensland GITC Accreditation No.	GITC No.: .....
b. Which GITC Module/s is your organisation a signatory to?	Module No's:.....
7. <<Purchaser to insert further questions to enable evaluation against the evaluation criteria e.g. capability, experience, methodology>>	
8. <<Purchaser to insert further questions to enable evaluation against the evaluation criteria e.g. capability, experience, methodology>>	
9. <<Purchaser to insert further questions to enable evaluation against the evaluation criteria e.g. capability, experience, methodology>>	

**Supplier Comments / Additional information:** .....

**SUPPLIER AUTHORISATION**

This quote is submitted by the authorised business/company representative:

..... Signature	..... Name and Position	...../...../..... Date
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**Privacy Statement** - The P&C is collecting information from the Offeror, which may include personal information, for the purpose of administering the quotation process and contract. This information may be shared with Queensland Government departments or agencies, Queensland Government Bodies, Non-Government Organisations and/or Commonwealth, States or Territories for the purpose of administering the quotation process and contract or made publicly available in accordance with the requirements of the Queensland Procurement Policy. Personal Information will not be otherwise disclosed to any other third party without consent of the Offeror, except where authorised or required by law.

**SUPPLIER NAME:** .....

# EVALUATION OF QUOTES (PF004)

Use this form to evaluate quotes received from suppliers.



## PURCHASING REQUIREMENT

P&C (school) Name		Description of Purchase	
<b>SUMMARY OF QUOTES RECEIVED</b>	Supplier Quote #1	Supplier Quote #2	Supplier Quote #3
Supplier Name			
Date Quote Requested	...../...../.....	...../...../.....	...../...../.....
Date Quote Received	...../...../.....	...../...../.....	...../...../.....
TOTAL PRICE QUOTED (excl. GST)	\$	\$	\$

## EVALUATION OF QUOTES

<p>Does the quote meet the mandatory requirements e.g. insurance, licence, standards etc. (verified through sighting certificate of currency)?</p> <p><i>If an offer does not meet the mandatory requirements then the offer must be rejected.</i></p>	<input type="checkbox"/> YES <input type="checkbox"/> NO If NO, detail the areas of non-conformance: ..... .....	<input type="checkbox"/> YES <input type="checkbox"/> NO If NO, detail the areas of non-conformance: ..... .....	<input type="checkbox"/> YES <input type="checkbox"/> NO If NO, detail the areas of non-conformance: ..... .....
<p>Does the supplier accept the applicable <a href="#">Short Form Conditions of Contract</a> or the <a href="#">GITC Terms and Conditions</a> and <a href="#">Working on Department of Education, Training and Employment Facilities</a>?</p> <p><i>If "NO", then any variations must be reviewed to consider any risks to the department and if acceptable for the purchase.</i></p>	<input type="checkbox"/> YES <input type="checkbox"/> NO If NO, detail the variations and if acceptable for the purchase: ..... .....	<input type="checkbox"/> YES <input type="checkbox"/> NO If NO, detail the variations and if acceptable for the purchase: ..... .....	<input type="checkbox"/> YES <input type="checkbox"/> NO If NO, detail the variations and if acceptable for the purchase: ..... .....
<p>Is the supplier <a href="#">GITC accredited</a> (applicable for ICT purchases)?</p>	<input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A If YES, state their GITC No. ....	<input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A If YES, state their GITC No. ....	<input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A If YES, state their GITC No. ....

<p><b>SELECTION CRITERIA</b></p> <p><b>Numerical scoring</b> suggested for simple, low value, low risk purchases (generally up to \$20,000).</p> <p><b>Weighted scoring</b> suggested for more complex, higher value, higher risk purchases (generally over \$20,000).</p>	<p>The following <b>Scoring scale</b> is suggested for scoring:</p> <p>5 = Meets requirements and offers major benefits                  4 = Meets requirements and offers some minor benefits                  3 = Meets requirements                  2 = Does not meet requirements but may be adaptable to meet needs                  1 = Major non-compliance with requirements                  0 = No response to requirement</p> <p>The scoring system can be adjusted e.g. 2.5 can be allocated.</p>	<p>For <b>Weighted scoring</b>, a weighting must be applied to the score using the following criteria and add up to 100%:</p> <ul style="list-style-type: none"> <li>Weightings should be based on relative importance eg. Specifications (50%), Whole of life costs (30%), Service &amp; Support (20%).</li> <li>The Weighted Score is calculated on the Score multiplied by the Weighting eg. A score of 4 for Whole of life costs with a weighting of 30% would result in a weighted score of 120. i.e. 4 x 30 = 120.</li> </ul>
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Which scoring method is being used - <u>either</u> Numerical or Weighted scoring?		<input type="checkbox"/> <b>Numerical scoring method</b>			<input type="checkbox"/> <b>Weighted scoring method</b>				
<b>EVALUATION OF QUOTES</b>		Supplier #1	Supplier #2	Supplier #3	Supplier #1	Supplier #2	Supplier #3		
<i>(use the following criteria and examples for application to the specific purchase requirement)</i>									
1. <b>Conformance to requirements</b> , for example: <ul style="list-style-type: none"> <li>• Delivery / installation</li> <li>• Safety</li> <li>• Capabilities and experience</li> <li>• Delivery methodology</li> <li>• Other - .....</li> </ul>		Score ..... / 5	Score ..... / 5	Score ..... / 5	Score ..... / 5 x Weighting ..... % = Weighted score .....	Score ..... / 5 x Weighting ..... % = Weighted score .....	Score ..... / 5 x Weighting ..... % = Weighted score .....		
2. <b>Whole of life cost</b> , for example: <ul style="list-style-type: none"> <li>• Purchase price</li> <li>• Discount offered / payment terms</li> <li>• Delivery costs</li> <li>• Maintenance/running costs</li> <li>• Trade-in value</li> <li>• Other - .....</li> </ul>		Score ..... / 5	Score ..... / 5	Score ..... / 5	Score ..... / 5 x Weighting ..... % = Weighted score .....	Score ..... / 5 x Weighting ..... % = Weighted score .....	Score ..... / 5 x Weighting ..... % = Weighted score .....		
3. <b>Support services</b> , for example: <ul style="list-style-type: none"> <li>• Warranty provisions</li> <li>• Customer assistance / support</li> <li>• Other - .....</li> </ul>		Score ..... / 5	Score ..... / 5	Score ..... / 5	Score ..... / 5 x Weighting ..... % = Weighted score .....	Score ..... / 5 x Weighting ..... % = Weighted score .....	Score ..... / 5 x Weighting ..... % = Weighted score .....		
<b>TOTAL SCORE</b>		Total Score ..... / 15	Total Score ..... / 15	Total Score ..... / 15	Total Score (out of 500) .....	Total Score (out of 500) .....	Total Score (out of 500) .....		
<b>COMMENTS TO SUPPORT TOTAL SCORE</b> <i>(details of what was quoted and reasoning for score)</i>	Supplier #1								
	Supplier #2								
	Supplier #3								
<b>SUCCESSFUL SUPPLIER</b>		<input type="checkbox"/> Yes	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes		<input type="checkbox"/> Yes

<b>EVALUATION APPROVAL</b> (All evaluators have evaluated quotes fairly and made sufficient notes to justify their decision)
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APPROVAL OF 1 <sup>ST</sup> EVALUATOR	<table style="width:100%; border-collapse: collapse;"> <tr> <td style="width:33%; border-bottom: 1px dotted black;">Name</td> <td style="width:33%; border-bottom: 1px dotted black;">Position</td> <td style="width:33%; border-bottom: 1px dotted black;">Signature</td> <td style="width:10%; border-bottom: 1px dotted black;">Date</td> </tr> </table>	Name	Position	Signature	Date
Name	Position	Signature	Date		
APPROVAL OF 2 <sup>ND</sup> EVALUATOR (if applicable)	<table style="width:100%; border-collapse: collapse;"> <tr> <td style="width:33%; border-bottom: 1px dotted black;">Name</td> <td style="width:33%; border-bottom: 1px dotted black;">Position</td> <td style="width:33%; border-bottom: 1px dotted black;">Signature</td> <td style="width:10%; border-bottom: 1px dotted black;">Date</td> </tr> </table>	Name	Position	Signature	Date
Name	Position	Signature	Date		
APPROVAL OF 3 <sup>RD</sup> EVALUATOR (if applicable)	<table style="width:100%; border-collapse: collapse;"> <tr> <td style="width:33%; border-bottom: 1px dotted black;">Name</td> <td style="width:33%; border-bottom: 1px dotted black;">Position</td> <td style="width:33%; border-bottom: 1px dotted black;">Signature</td> <td style="width:10%; border-bottom: 1px dotted black;">Date</td> </tr> </table>	Name	Position	Signature	Date
Name	Position	Signature	Date		

## RISK ASSESSMENT FOR PURCHASING GOODS AND SERVICES (PF005)

*Use this form to identify purchasing risks and apply appropriate treatment actions. A risk assessment is required for all purchases over \$20,000 and recommended for non-routine/complex/sensitive purchases under \$20,000.*

PURCHASE REQUIREMENT			
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P&C (school) Name	Estimated purchase date or commencement	...../...../.....
Description of requirement	Estimated cost	\$

RISK ASSESSMENT			
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*Purchasers are to identify risks through various methods e.g. brainstorming, SWOT, and then use the prompts to consider other risks and consequences which may apply to the purchase process or product/service delivery. Determine treatment actions and use the purchasing forms, procedures and internal controls. Identified risks should be revisited prior to contract award to ensure effective treatments are in place.*

#	Risk Identification <i>(consider risk factors applicable to purchase)</i>	Possible consequences <i>(consider consequences applicable to purchase)</i>	Risk Likelihood <i>(select unlikely or possible/likely)</i>		Possible Treatment Actions <i>(select treatment actions applicable to purchase)</i>	Other treatments, notes or actions <i>(note all actions to manage identified purchase risks)</i>
			Unlikely	Possible or Likely		
1	<<List risks identified for this purchase and then follow prompts for other potential risks>>			<input type="checkbox"/>		
2	Limited funds to meet full requirement under current market conditions	<ul style="list-style-type: none"> <li>Delay in making the purchase</li> <li>Additional administrative costs in going back to the market for cheaper quotes</li> <li>Inability to meet full requirement</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Refine requirements or seek more funds <input type="checkbox"/> Consider alternative solutions	
3	Actual or potential conflict of interest or unethical behaviour in purchasing process or during contract delivery	<ul style="list-style-type: none"> <li>Breakdown in integrity of the process</li> <li>Purchases used for private use</li> <li>Corruptive behaviour and misconduct</li> <li>Supplier complaint</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Staff to declare and manage <a href="#">conflict of interest</a> <input type="checkbox"/> Ensure <a href="#">ethical practices</a> in purchasing	
4	Limited number of suppliers with capability and/or capacity to supply within the required timeframe	<ul style="list-style-type: none"> <li>Uncompetitive quotes / increased costs</li> <li>Delivery delays</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Research supplier market within and outside local area <input type="checkbox"/> Re-evaluate purchase need/wants <input type="checkbox"/> Verify that suppliers have capacity to deliver goods/services prior to seeking quotes	
5	Health and safety risk to students, staff, contractors or visitors during contract delivery and product/service life	<ul style="list-style-type: none"> <li>Varying levels of injury or adverse harm to students, staff, contractors or visitors</li> <li>Legal consequences</li> <li>Asbestos exposure</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Include relevant standards, licensing and safety needs in specification <input type="checkbox"/> Apply <a href="#">Working on DE TE Facilities</a> to contract conditions and supervise suppliers closely <input type="checkbox"/> Use <a href="#">Managing Risks in Schools</a> for risk assessment and treatment <input type="checkbox"/> Consider ongoing health and safety issues of project/product e.g. maintenance/cleaning/disposal	
6	Misuse of school's confidential information or staff, student or other person's personal information	<ul style="list-style-type: none"> <li>Copyright infringements</li> <li>Legal consequences of inappropriate release of staff or student information</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Use purchasing forms to invoke provisions for department and personal information <input type="checkbox"/> Use the <a href="#">Personal Information Guideline</a>	



Risk Identification <i>(consider risk factors applicable to purchase)</i>		Possible consequences <i>(consider consequences applicable to purchase)</i>	Risk Likelihood <i>(select unlikely or possible/likely)</i>		Possible Treatment Actions <i>(select treatment actions applicable to purchase)</i>	Other treatments, notes or actions <i>(note all actions to manage identified purchase risks)</i>
			Unlikely	Possible or Likely		
7	Unsatisfactory warranty, service and support provisions	<ul style="list-style-type: none"> <li>• Interruptions to frontline service delivery</li> <li>• Increased ongoing costs</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Include warranty and ongoing service requirements in specification and confirm provisions before contract award	
8	User resistance of new technology or equipment or process changes	<ul style="list-style-type: none"> <li>• Delayed implementation</li> <li>• User dissatisfaction</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Include user training in specification <input type="checkbox"/> Engage staff input to requirement and/or provide user training	
9	Incomplete, unclear or missing information in the specification issued to suppliers	<ul style="list-style-type: none"> <li>• Increased costs to fix product or service gaps</li> <li>• Inability to meet timeframe or value for money assessment from quotes</li> <li>• Increased chance of contract variations</li> <li>• Product defects or service gaps</li> <li>• Incompatibility with existing technology, equipment, work space or practices</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Research supply options <input type="checkbox"/> Consult subject matter experts <input type="checkbox"/> Specify industry standards, licenses etc. <input type="checkbox"/> Conduct supplier site briefings <input type="checkbox"/> Write outcome based specifications	
10	Adverse weather or internal/external influences which may impact on project completion	<ul style="list-style-type: none"> <li>• Delivery delays</li> <li>• Longer than expected supplier lead times</li> <li>• Increased costs</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Consider and manage internal and external factors that may impact purchase outcome <input type="checkbox"/> Consider backup options	
11	Inadequate offer evaluations and supplier selection	<ul style="list-style-type: none"> <li>• Supplier complaints</li> <li>• Product defects or service gaps</li> <li>• Increased costs or delivery delays</li> <li>• Invalid supplier insurance or licensing</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Ensure evaluators understand evaluation criteria, process and obligations <input type="checkbox"/> Respond to supplier queries promptly ensuring all parties are treated equally <input type="checkbox"/> Check credentials before contract award and record certificate expiry dates	
12	Misunderstanding by purchaser or supplier of contract terms and conditions or requirements	<ul style="list-style-type: none"> <li>• Contract fulfilment not compliant with specification, terms and conditions</li> <li>• Delivery delays</li> <li>• Breach of contract</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Follow process using standard <a href="#">terms and conditions</a> and be familiar with requirements <input type="checkbox"/> Brief supplier before commencement <input type="checkbox"/> Supervise and monitor performance, milestones, quality etc.	
13	Inappropriate authorisation or inaccurate contract payments or variation claims	<ul style="list-style-type: none"> <li>• Over/under payments made to suppliers</li> <li>• Fraudulent claims or payments</li> <li>• Legal consequences</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Include variation process into contract <input type="checkbox"/> Check claims/payments are goods receipted and justified for appropriate approval	
14	Breakdown in security or adequacy of purchasing and contract documentation	<ul style="list-style-type: none"> <li>• Supplier commercial information breach</li> <li>• Inability to justify purchase decisions</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Use standard forms and follow the purchasing process to engage suppliers <input type="checkbox"/> Keep records and file in a secure place	
15	Late or inaccurate supplier invoice payment within 30 days	<ul style="list-style-type: none"> <li>• Incur supplier interest penalty payment</li> <li>• Supplier complaints</li> <li>• Breach of contract</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Prompt supplier to issue invoice and process within 30 days of invoice date	

*This risk assessment and proposed treatment actions will be implemented and monitored throughout the purchasing process and contract delivery with supporting documentation.*

.....  
 <<P&C Purchaser name>>