Tendering Guidelines

February 2012
Financial Services

TENDERING GUIDELINES

Responsible Position: Manager, Financial Operations
Approved by: Chief Financial Officer

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Overview

Purpose

This guideline provides an outline of the tendering process for a Request for Tender (RFT).

This guideline needs to be considered in conjunction with any other University policies, procedures and guidelines.

All references to monetary amounts in this guideline are on a GST inclusive basis.

Coverage

This guideline applies to all University budget centres, including Institutes, Centres, Divisions and the Foundation.

Exclusions

This guideline excludes details of the following:

- Payment Processing – refer to Invoice Payment Guidelines
- General Purchasing – refer to General Purchasing Guidelines
- Expression of Interest (EOI) or Request for Proposal (RFP) – refer to Expression of Interest Guidelines
- This guideline does not cover the formulation of contracts – refer to the Legal Office for details
Guideline Objectives

Value for Money

The University must seek to obtain value for money in purchasing goods and services. The concept of “Value for Money” is not restricted to price alone. The value for money assessment must include consideration of:

- Non cost factors such as fitness for purpose, sustainability, quality, service and support, and;
- Cost related factors including whole of life costs, and transactions costs associated with acquisition, use, holding, maintenance and disposal.
- The University’s preference is to support Tasmanian businesses where the purchase requirements such as price, quality and product support are equivalent to alternative suppliers.

Probity and Accountability

A formal tender process must be adhered to, and a record of the decisions made must be kept for reasons of probity and to ensure that the University is not exposed to unnecessary litigation.

Key Considerations

When to Go to Tender

For purchases between $10,000 and $99,999, it is only necessary to obtain two quotes and keep documentation of these on file. If deemed necessary, a formal tender may be sought.

For purchases of $100,000 or more, a tender board must be formed to consider whether the selection of a supplier requires a tender process, and to document the process and decisions made.

Under circumstances defined in funding or government arrangements, the tender arrangement may be determined or precluded by specific conditions.

Responsibility for the Tender

The tender board or committee is responsible for all decisions made during the tendering process.

The responsibility for organising, chairing and keeping minutes and appropriate supporting documentation of the Tender Board rests with the procuring budget centre.
Tendering Expertise

The budget centre representative organising the tender must be familiar with tendering guidelines and all associated documentation.

Contracts, Complex Tenders and Legal Advice

The University Legal Office must be consulted for all but the most simple of tenders, and it is recommended that the legal office be contacted even in those instances, to protect the University from potential litigation.

The Legal office must be involved in any negotiations over the contract or RFT.

In addition, it is the responsibility of the Head of Budget centre to inform the Legal Office of any potentially complex, specialized or potentially litigious tender contracts at least two months prior to the date when the request for Tender will be sent.

Terms and Definitions

A list of various types of marketplace communication, including tenders, is available at Appendix D. This specifies the process that should be followed, whether a Request for Tender or Expression of Interest is used.
Types of Tender

Simple and Complex Tenders

This guideline provides information for both simple and complex tenders. While certain aspects of the tender such as the value of the tender, the composition of the tender board, and the complexity of the contract may vary, the basic steps remain the same.

Request for Tender (RFT)

The Request for Tender (RFT) is a document inviting offers from businesses to provide specified goods or services to UTAS. The RFT outlines:

- Conditions of Tender - what tenders will be accepted.
- The Specification - provides a comprehensive description of the budget centre's requirements.
- Conditions of Contract - contains the terms of the contract which the successful supplier is required to sign. It may be varied by agreement between the supplier and the budget centre during the evaluation and negotiation process, but not otherwise. The Legal Office must be consulted if conditions are complex, highly specialised, potentially litigious or subject to negotiation
- Tender Form - lists all the information that is required to be supplied by the Tender. It is a document which budget centres can require to be returned as part of the Tender process, to ensure that all suppliers provide the relevant information, and that it is provided in a comparable format. As such the Tender Form must contain all the information and details required by the RFT.

Expression of Interest (EOI), Request for Information (RFI)

An Expression of Interest (EOI) or Request for Information (RFI) is similar to an RFT in that information is sought from the general marketplace and a formal process must be followed. The steps involved in these are covered separately under Expression of Interest Guidelines.

As a rule any communication with the market, where criteria are communicated to potential suppliers, should follow a formal process in line with the Tendering Policy and Tendering Guidelines.

Request for Proposal (RFP), Request for Quotation (RFQ)

These are essentially the same as a Request for Tender and details are provided at Appendix D below. More information is available in the Expression of Interest Guidelines.

The guidelines for a Request for Tender should be followed in these instances.
**Summary of the Tender Process**

**Tendering Workflow**

Two workflows are provided as a guideline for staff undertaking a tender. Staff are advised to consult these first before reading ahead. Refer to Appendix A and Appendix B for details.

- Appendix A: Workflow - Before Going to Tender indicates the process before going out to tender.
- Appendix B: Workflow - At Tender indicates the process once invitations to tender have been made.

**Pre-Tender Checklist**

The following provides a quick summary of steps that should be taken at the start of any tender process.

- The Legal Office must be contacted at least two months before the date a request for tender is sent out, for assistance with complex tenders, potentially litigious matters, or before any contracts are drawn up.
- The objectives of the tender should be clearly stated and a timeline drawn up for the process.
- A Tendering Process Checklist should be consulted to help through the tender process, and ensure all mandatory and optional criteria are met.
- The specifications for the tender should be prepared
- Identify whether a select tender (limited suppliers) or open tender is appropriate
- A probity meeting must be held and Probity In Tendering Guidelines communicated to all committee members
- A Conflict of Interest Declaration Form must be completed by all members of the tender committee.
- If necessary, a probity auditor may be appointed to the tender committee.
- Ensure that all decisions are fully justified, and that procedures are in place to document all decisions, communications and steps in the process.
Pre-Tender Preparation

Select Tender Committee

For tenders under $100,000, it is recommended that a tender committee be formed of three staff from budget centres with an interest in the purchase.

For tenders of $100,000 or more, a tender board must be formed and include the following officers;

Voting Members

- Chief Financial Officer
- Head of Budget Centre
- Budget centre representative with specific knowledge in the area being tendered; and
- where centralised support is provided by the University, the head of the relevant section e.g. Executive Director Commercial Services & Development for Capital Works
- Nominees of the above can be appointed.

Non-Voting Members

- others nominated by the above to provide expert advice and guidance; and
- secretarial support

Tender Specifications

The specifications for the tender should be clearly stated in writing, and the weighting criteria prepared based on these specifications.

Staff involved in the specification must have sufficient expertise to prepare the specifications.

The Tender Specification Best Practice Guide provides more information as to the content of a Tender Specification.

Request for Tender Prepared

A Request for Tender must be prepared based on the tender specifications. This informs bidders of the key criteria that they should address.

The Tender Cover Sheet must also be prepared. This informs bidders of their responsibilities and must be returned with their quotation.

A sample of the Request for Tender Template including the Tender Cover Sheet is available for use.

These cover the standard conditions required by the University and must be used for tenders over $100,000. For tenders under $100,000, if not used directly, they should be used as a guideline when preparing the document.
Contact the Legal Office

The Head of Budget centre must inform the Legal Office of any potentially complex, specialized or potentially litigious tenders at least two months prior to the date when the request for Tender will be sent.

The Legal Office must also be contacted where there are variations to the standard Request for Tender Template, or when there are negotiations over the RFT or contract.

It is strongly recommended that the Legal Office be contacted even for simple tenders that involve the standard RFT template, to ensure that the University is protected from potential litigation.

Various types of standard contract pro forma can be found on the Legal Office website to assist in contract formulation.

Selecting a sole supplier, select or open tender

Where it is considered that there are only a few known suppliers able to meet the requirements or there is only one known supplier (Sole Supplier) active in a particular market, but a tender process would otherwise be required, a Select Tender process may be used, provided it can be justified.

To conduct a Select Tender it must be approved with specific justification by the Head of Budget Centre and will only be considered where a sound business case exists to warrant it. The higher the value of the goods/service the more detail is required as justification for dispensing with the Open Tender process.

The following information must be provided before a Select Tender process is commenced in order to establish that there is a genuine limited or sole source of supply situation:

- Technical reasons for selection of the goods/service required
- Sole supplier or any other reasons why there are a few known suppliers able to meet the requirements

Evidence and supporting documentation must be provided to substantiate the existence of a limited number of suppliers or a sole supplier. It is essential to show that in the circumstances it is required and the outcome reflects good value and impartiality by UTAS.

When conducting Select Tenders, the same degree of diligence used for Open Tenders must be applied, namely the provision of a functional specification and appropriate terms and conditions of contract. When this process is followed, it is possible to properly assess technical merit, compliance and therefore value for money.

This helps to avoid the situation where buyers go through the discipline of seeking a formal offer, only to find that what the supplier proposed is inappropriate and other more cost effective solutions were available and should have been considered.
Open/Closed Tender and Research Arrangements

In some circumstances where funding or government conditions apply, such as research arrangements, the nature of the procurement may be determined and the type of tender defined by the arrangement. Under these circumstances the arrangement will determine the nature of the procurement and if a tender is applicable.

Advertising the Tender

The need to advertise a tender will be dependent on whether the tender will be an Open or Select process, and the range of vendors and responses that need to be considered for the project. Cost will also be a factor in advertising in publications. Guidance regarding Preferred Suppliers – Advertising and Marketing Services can be found on the University Visual Standards website.

Generally, all that UTAS staff need do is to provide content in a word document, as the preferred advertising supplier will format it to UTAS style specifications.

Other information that would be required is the name of the publication and position that the RFT advert is to appear in, along with the proposed publication date.

It is preferable that staff organise their adverts ahead, and discuss with the preferred advertising supplier what they have in mind, given some publications require bookings and material well in advance.

Set Up a Tender Box

A locked tender box or secure location must be set up for the receipt of all tenders.

Budget centres can nominate to use the Locked Tender Box, 1st Floor, Corporate Services Building, TT Flynn St, Sandy Bay HOBART, or the Locked Tender Box at Building 8, Aquaculture Road, Newnham LAUNCESTON.
While at Tender

Answer Tender Queries

Contact with bidders should only occur through a nominated contact point.

Particular care should be taken in answering tender queries to ensure that probity is maintained. Confidentiality must be maintained and no bidder should be disadvantaged during the process. Further information is covered below under Tender Communications.

Any changes or addenda should be communicated to all bidders equally.

Open Tender Box

The tender box should be opened in the presence of three staff and a Record of Opening Tender Box completed. All tenders should be recorded in an appropriate schedule or register and marked with the time and date.

The tender box should be opened as soon as possible after the tender closes to ensure the accurate recording of tenders that meet the deadline.

Late Tenders

Late tenders will not be accepted unless acceptance would not compromise the integrity of the tender process. More details may be found in the Probity in Tendering Guidelines.
Tender Selection and Finalisation

**Tender Evaluation**

The evaluation criteria for a tender must be determined before the committee meets to evaluate the tenders. This is based on the tender specification.

The tender committee meets to determine the best tender. A written record must be kept of the tender review and reasons for the selection made.

Generally for a select tender process the lowest tender would be expected to be selected, however the RFT may have specified other selection criteria as important and cost may be just one of several weighted criteria. It is critical however that if the lowest tender is not accepted, sufficient documentation must be kept to justify the decision. Possible reasons may include:

- The reliability of a particular bidder in regards to supply and delivery
- A bidder may have a history of supplying poor goods and services
- The tender is not in conformity with the specifications

A **Tender Evaluation Summary and Recommendation** pro-forma is available to assist with this process.

**Preferred Tenderers**

The preferred tenderer must be notified in writing that they have been given preferred status. This does not preclude a change in status during the negotiation process.

Refer to the sample **Preferred Tender Letter**.

**Negotiation and Contract Preparation**

Negotiations with one or more tenderer may only be conducted if the tender conditions contemplate that they may occur. Any terms of negotiation must be stipulated in writing.

Further details are available in the Probity in Tendering Guidelines, and the Legal Office must also be consulted during any contract or RFT negotiations.

**Purchase Order and Award Letter Sent**

The successful tender must be informed in writing that they have been successful.

In addition, an approved purchase order should be sent with the notification, unless the purchase order terms conflict with tender contract conditions. In general, if a tender is complex or potentially litigious, a purchase order is not the appropriate method of confirmation.

The officer approving the purchase order must ensure that a copy of all supporting documentation has been kept on file.
**Tender Rejections Sent**

All unsuccessful bidders must be informed in writing. A sample pro forma Unsuccessful Advice Letter is available for reference.

**Complaints Management**

Any complaints should be treated seriously and a written record kept of all details. A record of all conversations, correspondence and action taken must be kept.

Further details are provided under Complaints Management below.

**Process Checklist Completed**

The Process Checklist should be completed at this point and filed with the tender documentation.

**File Tender Documentation**

Supporting documentation should include details of:

- tenders called
- tenders received
- minutes of all meetings
- documentation of any communications including complaints
- results of the tender evaluation process
- recommendations of the Tender Board
- tenders awarded.

**Security of Information**

All documentation regarding the tender should be held in a secure location due to the sensitive commercial nature of the process.
Communications with Tenderers

Managing Communications with the Supplier

Communications between UTAS project staff and prospective tenderers is an important factor in the overall success of the planned procurement.

Many complaints develop through misunderstandings and/or poor communications between buyers and suppliers. It is advisable that:

- Nominated project team members dealing with suppliers have a high level of interpersonal skills, including high level verbal and written skills.
- Ensure that a thorough analysis of the particular supply market is undertaken.
- Ensure that clear specifications are developed.
- Act in an ethical and impartial manner towards suppliers.
- Build effective relationships with suppliers.
- Ensure planning is undertaken for effective ongoing contract management.
- It may be necessary to have a pre-tender briefing to ensure all tenderers receive equal information.

Contact Documentation

Any communication with tenderers should be documented through a formal log or other document management system.

Questions from Tenderers

Diligence should be exercised when answering queries by tenderers. Some things to remember are;

- questions should be in writing
- distribute any questions and answers to all tenderers unless this would create a breach of Intellectual property
- questions and answers should be written accurately and clearly, as these will probably end up in the contract
- responses should be timely
- adhere to the cut-off time
- consider which questions not to answer (e.g. budget, time requirements etc)
- if answer is in the specification then refer to the specification

Inappropriate Contact from Tenderers to Non-Contact Persons

In some instances questions may be asked in order for the tenderer to get advantage over other tenderers. In order to manage communications and minimise potential problems the following steps should be taken;

- ensure all tenderers are aware of the sole contact person
ensure relevant people in the organisation are aware of the sole contact person, do not answer any questions, and refer questions to the correct person
- advise Probit Auditors if necessary and if questions persist
- as well as dangers in representation, remember it may be a breach of process contract if Tender Conditions state that all questions will be through nominated contact person (highly important because the contact person knows the rules regarding questions and answers)

**Pre-Tender Briefings**

A pre-tender briefing is a meeting with potential bidders to communicate information regarding the tender and its specifications. The following is a list of issues that should be considered, and are a given in order to assist staff when organising a pre-tender briefing;

- introductions – the briefing is not contractual but the minutes are
- conditions of tendering and particular commercial issues
- specification
- questions and answers

**The Briefing**

- take questions on notice if there is any doubt about the answer
- take a list of attendees with name/entity/contact details
- documents available to look at should be shown
- bring the Request for Tender
- limit the time
- limit the numbers of attendees from each entity (some may want to bring large numbers)
- OH&S induction may be required if going into a works area

**Minutes**

- focus on Q & A
- distribute to all Tenderers not just attendees (especially important if not mandatory or if more than one mandatory briefing)
- not a transcript
- include attendees list (list only the entity not people due to Privacy Legislation, unless consent is obtained)
- distribute ASAP, as it is contractual and may affect bids
- include answers and questions taken on notice

**General Issues**

- it may be necessary to time matters to keep tenderers apart, so they do not have contact with each other
- fixed time allocation- keep it the same for all (including preparation time)
- all Tender Committee and probity officers to be present
- on completion no informal conversation - proceed very formally
- offer the same presentation to all and do not allow one briefing to influence the presentation to another
**Site Inspections**

If necessary tenderers may be allowed site visits to ensure that a better tender is achieved. Issues to consider are;

- video/photography – whether to allow or not for security reasons
- probity auditor attendance
- avoid questions on site (follow usual process and remember all tenderers should, as far as possible, have access to the same information)
- no representations

**Privacy and the Release of Sensitive Information**

In some instances the information required by bidders or interested third parties may be subject to the privacy or other relevant legislation.

In these instances the tender committee should ensure that all parties are bound to treat the information confidentially.

Where staff are unsure of what information may be released they should contact the Governance and Legal Office.

**Tender Debriefings**

In some instances it may be necessary to conduct tender debriefings for unsuccessful tenderers. These should be conducted at the end of the tender process and participants should not be provided with information concerning other tenderers.
Complaints Management

The Complaint Process

Staff involved in the preparation of a tender need to be aware of their obligations and responsibilities when undertaking the procurement process. Staff, suppliers and contractors can make allegations regarding perceived improper process in regards to procurement. These can be raised directly with UTAS or the Ombudsman's Office.

The Public Interest Disclosures Act 2002 (The Act) commenced operation on 1 January 2004 and provides for the pursuit and resolution of complaints. For further details contact the UTAS Protected Disclosure Coordinator.

When budget centres are contemplating undertaking a tender, consideration needs to be given to ensure that a complaint process is in place, and understood by staff and management involved with the process. Having a clear communications strategy in place will go a long way to minimising any potential complaints suppliers may have about perceived lack of due process.

An example of a complaints handing procedure for a large or complex tender is listed at Appendix C below.
Contract Information

Managing the Contract after the Tender Process

An important aspect of the tendering and procurement process is the ongoing contract management once the successful tender has been awarded. Budget centres will ensure that adequate staff resources are put in place to monitor and manage the ongoing performance of the successful tenderer through the term of the contract. Ideally, this planning should form part of the initial planning process. Areas that need to be considered include:

- who will manage the contract.
- how the contractor’s performance will be monitored.
- what risks are associated with the contract, and how they will be managed during the course of the contract.
- what reporting requirements will be required of the contractor.

A contract management plan contains all the key information about how a contract will be managed. It establishes systems and processes to ensure that the contractor complies with the terms and conditions during the performance of the contract. A contract management plan enables the contract manager to:

- develop a good understanding of the contract, and the responsibilities of the parties involved.
- establish a system against which the performance of both parties can be monitored and any problems/issues can be identified early.

A formal contract management plan is not required for all contracts, but is strongly recommended where the contract involves large dollar amounts, or includes complex technical requirements.

For planning purposes, refer to the UTAS Sample Contract Management Plan pro forma document, for more complex contracts.

Insurance

Where applicable, insurance conditions should be made as required by the contract.

Proof of Insurance must be made available to the University representative prior to commencement of works or the employment of any sub-contractor.

Induction of Contractors

Prior to the engagement of services, the Workplace Health and Safety website should be reviewed to ensure that induction information is satisfactory. More specific induction procedures may be used by budget centres involved in the regular management of contractors.
Probity Auditors

Use of a Probity Auditor

Major tenders may require the appointment of a probity auditor. The appointment of a probity auditor would be an exception rather than a rule.

A decision on whether to appoint a probity auditor is at the discretion of the Chief Operating Officer. Key factors in considering the need to appoint a probity auditor include:

- The transaction is a high value
- The matter is highly complex, unusual, or contentious
- The integrity of the project may be questioned
- There has been a history of controversy or litigation
- There is possibility of an internal bid and the need for independent scrutiny
- The matter is politically sensitive
- The nature of the market place makes bidder grievances more likely (i.e. where commercial secrets are important, or where competition may be particularly fierce); or
- Where there is a high probability of conflict of interest
Relevant Policy Document

Tendering Policy

Other Related Policy and Practice Documents

Policies

General Purchasing Policy

Procedures and Guides

Expression of Interest Guidelines
General Purchasing Guidelines
Invoice Payment Guidelines
Probity in Tendering Guidelines
Tender Specification Best Practice Guide
University Delegations of Authority

Templates and Samples

Request for Tender Template
Tender Evaluation Summary and Recommendation
Sample Preferred Tender Letter
Sample Unsuccessful Advice Letter
UTAS Sample Contract Management Plan

Forms

Tendering Process Checklist
Conflict of Interest Declaration Form
Record of Opening Tender Box

Links

University Visual Standards
Public Interest Disclosures Act 2002
Legal Office
About this Document

<table>
<thead>
<tr>
<th>Title</th>
<th>Tendering Guidelines</th>
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<tbody>
<tr>
<td>Date</td>
<td>February 2012</td>
</tr>
<tr>
<td>Responsible Officer</td>
<td>Chief Financial Officer</td>
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<td>Garry Hennessy</td>
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</tr>
<tr>
<td>Author</td>
<td>David Nolan</td>
</tr>
</tbody>
</table>
Appendix A: Workflow – Before Going to Tender

1. Start
   - Is the amount >100,000?
     - YES
       - Select tender committee
     - NO
       - May use procedure for purchases under 100,000 (10.5)
       - Is there more than one supplier in the market?
         - YES
           - Will the tender be complex, potentially litigious or involves a contract?
         - NO
           - Provide justification and do not go to tender
         - YES
           - Contact Legal and Governance
2. Pre tender Preparation
   - Request for Tender prepared
     - Are there reasons to limit the number of tenderers?
       - YES
         - Provide justification and go to Select Tender
       - NO
         - Go to Open Tender
3. Identify tenderers for EOI/RFT
   - Prepare advertising
   - Set up tender box
   - Go to ‘At Tender’ workflow

Helpful Documents:
- Conflict of interest declaration form
- Probity in tendering guidelines
- Tendering Process Checklist
- Tender Specification Best Practice
- Request for tender template
Appendix B: Workflow - At Tender

1. Send out invitations to tender
2. Answer tender queries
3. Open tender box
4. Tender committee reviews and selects tender
5. Negotiation and contract preparation
6. Purchase order and/or contract sent
7. Tender rejections sent
8. Complaints Management
9. Process Checklist Completed
10. File tender documentation

End
## Appendix C: Recording a Complaint

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Complaint identification Number</td>
<td>Each complaint is given an identification number which identifies the complaint in chronological order (i.e. 001)</td>
</tr>
<tr>
<td>2. Date received</td>
<td>Record the date that the complaint was received by the nominated contact officer.</td>
</tr>
<tr>
<td>3. Complainant details</td>
<td>Record the business name, name of complainant, address and telephone number, email contact details</td>
</tr>
<tr>
<td>4. Relevant tender/contract/quotation activity details</td>
<td>Detail the relevant procurement activity (i.e. quotation, tender, contract) which raised the complaint.</td>
</tr>
<tr>
<td>5. Written or Verbal complaint?</td>
<td>Detail how the complaint was received - either record &quot;written&quot; or &quot;verbal&quot; Keep any documentation relevant to the complaint (e.g. the letter of complaint and any responses for future reference) in a secure place. Always prepare a file note if the complaint is received verbally.</td>
</tr>
<tr>
<td>6. Brief description of the complaint</td>
<td>Detail exactly what the complaint is about. This may include: -eligibility to tender; -not requested to quote; -aspects of the assessment/evaluation process; -unfair treatment (potential probity issues); -aspects of the tender specification; or -application of a particular policy.</td>
</tr>
<tr>
<td>7. Action in progress</td>
<td>Detail what action has been taken, when and by whom. Also provide details of what information has been sent/referred to the complainant</td>
</tr>
<tr>
<td>8. Outcome</td>
<td>Include information on: how the complaint was resolved, at what level and by whom; -the date that the complaint was resolved; -whether it was referred to an external body; -and if the case is referred to an external party, record the date that an outcome is expected to be received (if known)</td>
</tr>
</tbody>
</table>

Examples of outcomes are:
-"Process OK - process was explained/clarified for the complainant"
-"Written response provided by Head of Budget Centre or by Chair of Tender Board that explained the policy/process for requesting quotations.
-"Pending"
Appendix D: Terms and Definitions

Below is a list of the various types of communication that may occur, with definitions as to their specific nature. In all cases the process undertaken should follow a formal process.

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expression of Interest (EOI)</td>
<td>A formal registration of interest in providing an interested party with goods and/or services. The list of potential suppliers who have submitted expressions of interest may be used as the basis for conducting a select tender process. Separate guidelines are available to assist with an EOI.</td>
</tr>
<tr>
<td>Request for Information (RFI)</td>
<td>A standard business process whose purpose is to collect written information about the capabilities of various suppliers. The RFI is often used to clarify a particular issue, or to help determine the next step, and follows a process similar to an EOI.</td>
</tr>
<tr>
<td>Request for Tender (RFT)</td>
<td>A formal tender process for bidding on the supply of goods and/or services. The University has a separate policy and guideline to direct staff through the tender process.</td>
</tr>
<tr>
<td>Request for Proposal (RFP)</td>
<td>An invitation is presented for suppliers, often through a bidding process, to submit a proposal on a specific commodity or service. As the request is for a defined proposal, particular care should be taken to follow a formal process when communicating with potential suppliers, and it is likely that this should follow the steps outlined for a formal Request for Tender.</td>
</tr>
<tr>
<td>Request for Quotation (RFQ)</td>
<td>Similar to the RFP, this is a standard business process whose purpose is to invite suppliers into a bidding process to bid on specific products or services. As this is a process involving a formal quote it should be follow a procedure as per a formal Request for Tender.</td>
</tr>
<tr>
<td>Call for Bids</td>
<td>Another term for a Request for Tender</td>
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