

Benefit Driven Procurement Leadership Questionnaire

This Benefit Driven Procurement Leadership Questionnaire appears as an embedded Excel spreadsheet in The City's evaluated RfX documents, a copy of the Excel File can be found under the 'Resources' section of the Benefit Driven Procurement webpage on Calgary.ca at the link below:

[Benefit Driven Procurement \(calgary.ca\)](#)

Benefit Driven Procurement

Every year, The City spends millions of dollars on procurement. Every purchase has an economic, environmental and social impact, whether intended or not. When used to obtain an added value from an existing purchase, it can provide other benefits for the community or economy.

Using buying power for economic and social benefits

Benefit Driven Procurement aims to seek greater value from procurement. These can range from apprenticeships, and the creation of meaningful and inclusive employment opportunities for underrepresented groups to supporting suppliers who have and implement their own Social Procurement and Living Wage policies

Dispelling the myths

While procurement's main goal is to ensure that The City of Calgary has the goods and services needed for its operations, it can also provide positive impacts in our community. Benefit Driven procurement is about seeking to

Page feedback

Website feedback

For ease of reading in this report the questionnaire is presented in document format below.

Instructions

Overview – Benefit Driven Procurement

Benefit Driven Procurement (also known as Social Procurement) is a means to leverage an added and intentional value in its current procurements. It is about getting more from the investment of dollars beyond just the goods and services requested. Benefit Driven Procurement is about capturing impacts and seeking to make intentional positive contributions to both the economy and the overall vibrancy of the community. Through the use of Benefit Driven Procurement, the City of Calgary ("The City") aims to support small to medium size business and businesses that strive to provide employment for diverse groups of the population.

The City is currently piloting methods of including Benefit Driven Procurement in its procurement process. This questionnaire is part of that pilot and as such, may change for future procurements as process and policy are further reviewed and developed.

Please note: The Benefit Driven Procurement Leadership Questionnaire is being used across a wide variety of procurements for goods and services.

Questionnaire Instructions

1. Ensure you provide any documentation or verification information requested for an individual question. If this requested information is not provided for a “Yes” answer, no points can be awarded for that answer.
2. A “No” or “N/A” response to an individual question is a valid answer and contributes to meeting any mandatory requirement for the questionnaire to be completed. However, no points will be awarded for that question.
3. Once the questionnaire is completed, save as a new excel file and include the questionnaire and any supporting documentation in the Benefit Driven Procurement section of your electronic submission.

Scoring and Weighting

This Questionnaire weighting as a percentage of the whole proposal can be found in the summary of evaluation.

The total points available, and their allocation, are indicated for each section in column G of Questionnaire A.

Definitions

Apprentices (Employment Social Development Canada definition: An apprentice is a paid employee, registered with the regional apprenticeship authority, who works under the supervision of a certified journeyman to learn their skilled trade and fulfill all requirements established by their province or territory.)

Benefit Driven Procurement/Social Procurement (A means to leverage an added and intentional social value from existing procurement.)

Diverse Owned Business (A business that is majority owned, operated, and controlled by a member of one of the following diverse groups; Indigenous community; members of a visible minority group; immigrants and refugees; people with recognized disabilities; racialized communities; women; members of the LGBTQ2S community.)

Indigenous Peoples (self-identified)

Medium enterprise (50-499 employees)

Person with a disability (self-identified)

Recent Immigrants (self-identified; Statistic Canada definition: refers to a person who obtained a landed immigrant or permanent resident status up to five years prior to a given census year. In the most recent Census in 2016, this period is January 1, 2011, to May 10, 2016.)

Small enterprise (1-49 employees)

Social enterprise (Employment and Social Development Canada, Recommendations of the Social Innovation and Social Finance Strategy Co-Creation Steering Group definition: a business, whether not-for-profit or for-profit, that pursues a social, cultural or environmental mission through the sale of goods and services, with the majority of net profits directed back to its mission, and with limited distribution to shareholders and owners.)

Socially Inclusive Business (A business who seeks to create economic opportunities for groups who have historically been denied equal access to employment, education, and other opportunities and includes; members of an Indigenous community; members of a visible minority group; immigrants and refugees; people with recognized disabilities; racialized communities; women; members of the LGBTQ2S community; low-income residents; people with mental or physical health barriers; people facing employment barriers, unemployment or underemployment; and others experiencing barriers to economic opportunity and participation.)

Underrepresented Groups (also referred to as equity-seeking groups, groups who have historically been denied equal access to employment, education, and other opportunities and includes, without limitation, the following: members of an Indigenous community; members of a visible minority group; immigrants and refugees; people with recognized disabilities; racialized communities; youth; women; members of the LGBTQ2S community; low-income residents; people with mental or physical health barriers; people facing employment barriers, unemployment or underemployment; and others experiencing barriers to economic opportunity and participation.)

Veterans (Veterans Affairs Canada definition: Any former member of the Canadian Armed Forces who successfully underwent basic training and is honorably released.)

Women (self-identified)

Youth (Youth Policy - Privy Council Office definition: young workers up to age 29)

Questionnaire

Benefit Driven Procurement Leadership Questionnaire

Company Name: _____

Section 1: Diverse suppliers and socially inclusive supply chains

1.

a. **Are you a Small or Medium enterprise?**

(Small: 1-49 employees, Medium: 50-499 employees, Definition from the Government of Alberta)

Yes

No

*Scoring**16 points – Yes**0 points – No***b. Do you have a 3rd party certification that shows you are a diverse or socially inclusive business?**

Certification could be from any of the following organizations verifying that you are a social enterprise, your social impact, or membership of any organization verifying diverse ownership.

- Buy Social Canada Social Enterprise Certification;
- B-Corp;
- 3rd party certification/verification that verifies that the business is owned by; women; LGBTQ2S; Refugees; and/or Racialized minorities, businesses owned by individuals with a recognized disability, Indigenous owned businesses.

Yes No

If yes, please attach proof of certification or membership (indicating document name in the space below)

*Scoring**8 points – Yes with evidence**0 points – Yes without evidence**0 points – No***2. Does your organization practice social procurement?**

Yes No

If yes, please attach the relevant policy (indicating document name in the space below) or provide evidence of implementation of social procurement in your supply chain.

*Scoring**8 points – Yes with evidence**0 points – Yes without evidence**0 points – No*

3. Do you currently track the number of contracts and/or dollar spend in your social procurement practice?

Yes No

Please provide evidence of your tracking methodology.

For example, a report or recent data on number of contracts and/or dollar spend.

Scoring

8 points – Yes with evidence

0 points – Yes without evidence

0 points – No

4. In the delivery of this contract, do you have a strategy for how you will ensure a diverse supply chain that is accessible to all types of business, including where appropriate diverse, socially inclusive, and/or small and medium-sized businesses?

Yes No

If yes, please describe how you would implement, monitor and measure this strategy.

Your response should include information and evidence of your strategy and how you implement, monitor and measure the strategy.

Scoring

8 points – Yes with evidence of how you will implement, monitor and measure

0 points – Yes without evidence

0 points – No

Question	Maximum Points	Response Score (Completed by the City)
1.1a	16	
1.1b	8	
1.2	8	
1.3	8	
1.4	8	
Total	48	

Section 2: Economic opportunity and integration for underrepresented groups

1. In the last 3 years have you implemented any programs or Initiatives to ensure greater economic opportunity and integration for underrepresented groups including: Indigenous peoples, youth, women, LGBTQ2S, recent immigrants, peoples with disabilities, and people with experiences of homelessness in the community?

Yes No

If yes, please provide details of any programs or initiatives

Greater economic opportunity and integration could be in the form of employment initiatives, outreach in schools, outreach in Indigenous communities, or other programs that support underrepresented groups in their integration in the workplace. Please indicate what underrepresented groups were included and details of the program.

Scoring

8 points – Yes with evidence

0 points – Yes without evidence

0 points – No

2. Does your organization currently have strategies or policies around inclusive employment practices to ensure you are providing employment opportunities for underrepresented groups?

Underrepresented groups include, but are not limited to, Indigenous peoples, youth, women, LGBTQ2S, recent immigrants, people with disabilities and people with experience of homelessness.

Yes No

Please describe your current processes for implementing your strategies/policies and ensuring employment opportunities for underrepresented groups. Please note, The City reserves the right to request verification for the process reported. Please describe how you will do the following:

- Monitor
- Measure
- Report

Scoring*8 points – Yes with evidence of how you will implement, monitor and measure**0 points – Yes without evidence**0 points – No*

Question	Maximum Points	Response Score (Completed by the City)
2.1	8	
2.2	8	
Total	16	

Section 3: Apprenticeships and paid work experience opportunities**1. Do you currently have an Apprenticeship program?**

Yes No

If yes, provide details of your apprenticeship program.

Details should include how many apprentices and the history of the program.

Scoring*4 points – Yes with details**0 points – Yes without details**0 points – No***2. Do you currently have an Apprenticeship program that targets any of the following traditionally underrepresented groups: Indigenous peoples, youth, women, LGBTQ2S, recent immigrants, people with disabilities and people with experience of homelessness?**

Yes No

If yes, please provide details of your apprenticeship program.

Details should include which underrepresented groups are target, how they are targeted, how many apprentices and the history of the program.

Scoring

4 points – Yes with details

0 points – Yes without details

0 points – No

3. Does your organization currently provide work experience and/or internship opportunities?

Yes No

If yes, what percentage of work experience opportunities (for opportunities longer than 2 weeks) are paid?

- 100%
- 75-99%
- 1-74%
- 0%, all are unpaid

Scoring

4 points – Yes, 100% are paid

2 points – Yes, 75-99% are paid

1 points – Yes, 1-74% are paid

0 points – No

4. Does your organization currently provide work experience and/or internship opportunities that target traditionally underrepresented groups including but not limited to, Indigenous peoples, youth, women, LGBTQ2S, recent immigrants, people with disabilities and people with experience of homelessness?

Yes No

If yes, what percentage of work experience opportunities that target underrepresented groups (for opportunities longer than 2 weeks) are paid?

- 100%
- 75-99%
- 1-74%
- 0%, all are unpaid

Scoring
 4 points – Yes, 100% are paid
 2 points – Yes, 75-99% are paid
 1 points – Yes, 1-74% are paid
 0 points – No

Question	Maximum Points	Response Score (Completed by the City)
3.1	4	
3.2	4	
3.3	4	
3.4	4	
Total	16	

Section 4: Living Wage Policy

1. Does your organization have a living wage policy that includes paying both directly employed staff as well as all contracted service staff a Living Wage?

Living wage resource:

<http://livingwagecanada.ca/index.php/living-wage-communities/alberta/>

Yes No

If yes, please attach the relevant policy (indicating document name in the space below).

Scoring

6 points – Yes with evidence

0 points – Yes without evidence

0 points – No

2. Does your organization have a policy that suppliers in your supply chain must have a Living Wage Policy?

Yes No

If yes, please attach the relevant policy (indicating document name in the space below).

Scoring
 5 points – Yes with evidence
 0 points – Yes without evidence
 0 points – No

3. What percentage of employment opportunities that will be involved in the delivery of this contract provide a living wage?
 Please note, the City reserves the right to request verification for the data reported from the successful proponent.

- 81-100%
- 61-80%
- 41-60%
- 21-40%
- 1-20%
- 0%, none are paid a living wage

Scoring
 5 points – 81-100% will be paid a living wage
 4 points – 61-80% will be paid a living wage
 3 points – 41-60% will be paid a living wage
 2 points – 21-40% will be paid a living wage
 1 point – 1-20% will be paid a living wage
 0 points – 0% will be paid a living wage

Section 4: Living Wage Policy Scoring

Question	Maximum Points	Response Score (Completed by the City)
4.1	6	
4.2	5	
4.3	5	
Total	16	

Total Score Benefit Driven Leadership Questionnaire

Section	Maximum Points	Response Score (Completed by the City)
Section 1: Diverse suppliers and socially inclusive supply chains	48	
Section 2: Economic opportunity and integration for underrepresented groups	16	

Section 3: Apprenticeships and paid work experience opportunities	16	
Section 4: Living Wage Policy	16	
Total	96	