

**RETURN BIDS TO:**  
**RETOURNER LES SOUMISSIONS À:**  
Bid Receiving - PWGSC / Réception des soumissions -  
TPSGC  
11 Laurier St. / 11, rue Laurier  
Place du Portage, Phase III  
Core 0A1/ Noyau 0A1  
Gatineau  
Québec  
K1A 0S5  
Bid Fax: (819) 997-9776

**SOLICITATION AMENDMENT**  
**MODIFICATION DE L'INVITATION**

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

**Comments - Commentaires**

**Vendor/Firm Name and Address**  
**Raison sociale et adresse du**  
**fournisseur/de l'entrepreneur**

**Issuing Office - Bureau de distribution**  
Linguistic Services Division / Division des services  
linguistiques  
PSBID, PWGSC / DIASP,TPSGC  
11 Laurier St. / 11, rue Laurier  
10C1/Place du Portage, Phase III  
Gatineau  
Québec  
K1A 0S5

<b>Title - Sujet</b> Third Party Assistance	
<b>Solicitation No. - N° de l'invitation</b> EN578-140028/A	<b>Amendment No. - N° modif.</b> 002
<b>Client Reference No. - N° de référence du client</b> 20140028	<b>Date</b> 2013-04-30
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$ZF-519-25961	
<b>File No. - N° de dossier</b> 519zf.EN578-140028	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2013-05-31</b>	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Souleiman, Mohamed	<b>Buyer Id - Id de l'acheteur</b> 519zf
<b>Telephone No. - N° de téléphone</b> (819) 956-8348 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

<b>Delivery Required - Livraison exigée</b>	<b>Delivery Offered - Livraison proposée</b>
<b>Vendor/Firm Name and Address</b> <b>Raison sociale et adresse du fournisseur/de l'entrepreneur</b>	
<b>Telephone No. - N° de téléphone</b> <b>Facsimile No. - N° de télécopieur</b>	
<b>Name and title of person authorized to sign on behalf of Vendor/Firm</b> <b>(type or print)</b> <b>Nom et titre de la personne autorisée à signer au nom du fournisseur/</b> <b>de l'entrepreneur (taper ou écrire en caractères d'imprimerie)</b>	
<b>Signature</b>	<b>Date</b>

**Amendment 2 is raised to make correction to Attachment 1 to Part 4, Technical Criteria and to Annex A, Statement of Work**

**Note:**

- **Highlighted are the corrections made to the document**
- **The corrections made to the English version of the RFP are not necessarily same as the corrections made to the French version of the document.**
- **The corrections made herein apply only to the English version of the RFP**

**On the English Version of the RFP**

Delete: Attachment 1 to part 4, Technical Criteria

**Replace by the following:**

**ATTACHMENT 1 to PART 4  
TECHNICAL CRITERIA**

**1. Mandatory Technical Criteria**

The bid must meet the mandatory technical criteria specified below. The Bidder must provide the necessary documentation to support compliance with this requirement.

Bids which fail to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion should be addressed separately.

**Definitions**

**Large and complex program or project:** means a program or project in acquisition, design, construction or infrastructure with at least a dollar value in excess of \$250M CAD and requiring the services of several Subject Matter Experts working simultaneously on the project to meet strict delivery deadlines.

**Long-term strategic relationship:** means an alliance between two or more entities (such as commercial enterprises, government bodies, etc.), which is formed to achieve specific objectives (usually commercial in nature), and which persists for a minimum of two (2) years. Such an alliance may be formalized through the issuance of contracts, but is not necessarily a formal legal partnership.

<b>Mandatory Technical Criteria (MTC)</b>			
<b>The Bidder</b>			
<b>Number</b>	<b>Mandatory Technical Criterion</b>	<b>Met</b>	<b>Not Met</b>
<b>MTC 1</b>	The Bidder must submit a list of a minimum of two (2) large, complex, Government or private sector acquisition, design, construction, or infrastructure programs or projects in which the Bidder was involved for a minimum of two (2) years in the past ten (10) years, and in which the Bidder provided independent financial, project management and procurement advice similar to this requirement.		

	<p>Each program or project must have a dollar value in excess of \$250M CAD.</p> <p>The Bidder must provide details regarding each program or project including:</p> <ul style="list-style-type: none"> <li>• Organization for which the experience is claimed</li> <li>• Dates of the Bidder's involvement in the project;</li> <li>• Size, scope, nature and complexity of work</li> <li>• Program or project value and duration</li> <li>• Roles and responsibilities of the Bidder in the program or project; and</li> <li>• Client's Program or Project References: Client's contact names, current phone numbers and /or e-mail address</li> </ul>		
<b>MTC 2</b>	<p>The Bidder must demonstrate experience in having sourced subject matter experts (SMEs), on three (3) separate occasions in the last ten (10) years, to advise on specific issues on a minimum of two (2) large, complex, Government or private sector acquisition, design, construction or infrastructure programs. Different SME must have been sourced for each of the three (3) or more sourcing experiences claimed by the Bidder. There must not be any overlap in the three (3) or more sourcing experiences demonstrated by the Bidder.</p> <p>Each program or project must have a dollar value in excess of \$250M CAD.</p> <p>The Bidder must provide details regarding each program or project including:</p> <ul style="list-style-type: none"> <li>• Organization for which the experience is claimed</li> <li>• Dates of the Bidder's involvement in the project;</li> <li>• Size, scope, nature and complexity of work</li> <li>• Program or project value and duration</li> <li>• Roles and responsibilities of the Bidder in the program or project; and</li> <li>• Client's Program or Project References: Client's contact names, current phone numbers and /or e-mail address</li> </ul>		
<b>MTC 3</b>	<p>The Bidder must demonstrate experience in planning and supporting a minimum of one (1) long-term strategic relationship, as defined above, within the last five (5) years.</p> <p>The Bidder must provide details regarding each experience claimed including:</p> <ul style="list-style-type: none"> <li>• Organization for which the experience is claimed;</li> <li>• Date of Bidder's involvement in the project;</li> <li>• Size, scope, nature and complexity of work;</li> <li>• Program or project value and duration;</li> <li>• Roles and responsibilities of the Bidder in the program or project; and</li> <li>• Client's References: contact names, current phone numbers and /or e-mail address.</li> </ul>		
<b>The Bidder's Proposed Core Team Resources</b>			

Bidders must clearly demonstrate that their proposed Core Team Resources meets all the mandatory experience described below.

Number	Mandatory Technical Criterion	Met	Not Met
<b>MTC 4</b>	<p>The Bidder must propose a Senior Financial Specialist, in accordance with paragraph 6.4.3 of SOW in Annex A, with a recognized professional designation in Finance and/or Accounting, and with a minimum of ten (10) years work experience in the last 15 years in cost analysis for large and complex Government or private sector programs or projects, in which the Resource provided a combination of at least two (2) of the following types of work: cost and budget development; financial modeling; cost-benefit analysis; development of complex payment frameworks; and/or through-life cost planning.</p> <p>To demonstrate the experience, the Bidder must provide:</p> <ul style="list-style-type: none"> <li>A detailed resume demonstrating the minimum of ten (10) years work experience in the last 15 years in cost analysis for large, complex Government or private sector projects, in which the Resource provided a combination of at least two (2) of the following types of work: cost and budget development; financial modeling; cost-benefit analysis; development of complex payment frameworks; and/or through-life cost planning;</li> </ul> <p>The detailed resume must include program or project descriptions that include timeframes in date and total months (ex: Jan 2005 to Jan 2006 - 12 months) for each experience cited, without overlap.</p> <ul style="list-style-type: none"> <li>A certified copy of the professional designation held from a recognized university or equivalent as established by a recognized Canadian academic credentials assessment service organization if obtained outside of Canada. The list of recognized organizations can be found on the Canadian Information Centre for International Credentials Website at <a href="http://www.cicic.ca/en/index.aspx">http://www.cicic.ca/en/index.aspx</a></li> </ul> <p>Proof must be demonstrated by providing a copy of the Certification.</p>		
<b>MTC 5</b>	<p>The Bidder must propose a Senior Procurement Specialist, in accordance with paragraph 6.3.3 of SOW in Annex A, with a minimum of ten (10) years work experience in the last 15 years providing procurement advice for large, complex Government or private sector projects involving multiple stakeholders, both private and public, in which the Resource developed procurement strategies and processes, and handled complex negotiations.</p> <p>To demonstrate the experience, the Bidder must provide:</p> <ul style="list-style-type: none"> <li>A detailed resume demonstrating the minimum of ten (10) years work experience in the last 15 years providing procurement advice for large, complex Government or private sector projects involving multiple stakeholders, both private and public, in which the resource developed procurement strategies and processes, and handled complex negotiations.</li> </ul>		

	The detailed resume must include project descriptions that include timeframes in date and total months (ex: Jan 2005 to Jan 2006 - 12 months) for each project/experience cited, without overlap.		
<b>MTC 6</b>	<p>The Bidder must propose a Senior Project Management Specialist, in accordance with paragraph 6.2.3 of SOW in Annex A, with a minimum of ten (10) years work experience in the last 15 years providing project management for large, complex Government or private sector projects involving multiple stakeholders, both private and public, in which the Resource provided a combination of at least two (2) of the following types of work: relationship management; change management; schedule management; and/or risk management.</p> <p>To demonstrate the experience, the Bidder must provide:</p> <ul style="list-style-type: none"> <li>A detailed resume demonstrating the minimum ten (10) years work experience in the last 15 years providing project management for large, complex Government or private sector projects involving multiple stakeholders, both private and public, in which the Resource provided a combination of at least two (2) of the following types of work: relationship management; change management; schedule management; and/or risk management.</li> </ul> <p>The detailed resume must include project descriptions that include timeframes in date and total months (ex: Jan 2005 to Jan 2006 - 12 months) for each project/experience cited, without overlap.</p> <ul style="list-style-type: none"> <li>A certified copy of the professional designation held from a recognized university or equivalent as established by a recognized Canadian academic credentials assessment service organization if obtained outside of Canada. The list of recognized organizations can be found on the Canadian Information Centre for International Credentials Website at <a href="http://www.cicic.ca/en/index.aspx">Http://www.cicic.ca/en/index.aspx</a></li> </ul> <p>Proof must be demonstrated by providing a copy of the Certification.</p>		

## 1.2 Point Rated Technical Criteria

Bids which meet all the mandatory technical criteria will be evaluated and scored as specified in the table inserted below. Each point rated technical criterion should be addressed separately.

### Definitions

**Large and complex program or project:** means a program or project in acquisition, design, construction or infrastructure with at least a dollar value in excess of \$250M CAD and requiring the services of several Subject Matter Experts working simultaneously on the project to meet strict delivery deadlines.

**Long-term strategic relationship:** means an alliance between two or more entities (such as commercial enterprises, government bodies, etc.), which is formed to achieve specific objectives (usually commercial in nature), and which persists for a minimum of 2 years. Such an alliance may be formalized through the issuance of contracts, but is not necessarily a formal legal partnership.

Criterion	Minimum Points	Maximum Points
PRTC 1	N/A	55
PRTC 2.1	N/A	40
PRTC 2.2	N/A	40
PRTC 2.3	N/A	40

**PRTC 1 - Bidder's human resources back-up plan and Knowledge Transfert plan**

The Bidder must obtain a minimum of 75% of the available points for each of the following two (2) sub-criteria in order for its bid to be deemed responsive.

Point-Rated Technical Criterion	Bid Preparation Instructions	Weighting (points)
<p>Approach and methods used by the Bidder regarding the following two (2) sub-criterias:</p> <ol style="list-style-type: none"> <li>Human Resources back-up plan;</li> <li>Knowledge Transfert plan</li> </ol>	<p>The Bidder must demonstrate his approach by including documentation of his human resources back-up plan and knowledge transfert plan.</p> <p>Each plan must include a clear and detailed process that describes the plan.</p> <p>For each plan, documentation must include the following:</p> <ol style="list-style-type: none"> <li>Description of the plan;</li> <li>How the plan is applied on a regular basis by the Bidder's team; and</li> <li>What steps are taken when the client finds that the plan is ineffective.</li> </ol> <p>It is recommended that the Bidder document the processes using a logic diagram in order to visually display the logical sequence of the steps to be taken and the decisions to be made.</p>	<p>Points will be assigned as follows:</p> <p><b>For Human Resources back-plan</b></p> <p>No information = <b>0 points</b></p> <p>Incomplete information (Processes are not connected to others, choices further to a decision are not followed up with an action, the Bidder's processes are unclear) = <b>18 points</b></p> <p>Good information (All of the processes and decisions are connected, the Bidder's processes are clear and take into account most situations that could occur.) = <b>30 points</b></p> <p>Excellent information (All of the processes and decisions are connected, the Bidder's processes are clear and take into account most situations that could occur and are accompanied by a logic diagram) = <b>40 points</b></p> <p><b>Maximum points available for Human Resources back-plan: 40</b></p> <p><b>For Knowledge Transfert plan</b></p> <p>No information = <b>0 points</b></p> <p>Incomplete information (Processes are not connected to others, choices further to a decision are not followed up with an action, the Bidder's processes are unclear) = <b>7 points</b></p> <p>Good information (All of the processes and decisions are connected, the Bidder's processes are clear and take into account most situations that could occur.)</p>

		<p><b>= 12 points</b></p> <p>Excellent information (All of the processes and decisions are connected, the Bidder's processes are clear and take into account most situations that could occur and are accompanied by a logic diagram) = <b>15 points</b></p> <p><b>Maximum points available for Knowledge Transfer plan: 15</b></p> <p><b>Maximum points available in total: 55</b></p>
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### PRTC 2 - Bidder's proposed Core Team

- **Core Team positions are deemed "key" to the project success and will be required to start work upon contract award. Bidders must propose one (1) different qualified individual to fulfill each of the Core Team positions in PRTC 2.1, 2.2 and 2.3.**
- **Each proposed Senior Specialist must have worked at least 2 years on each project.**

### PRTC 2.1 - Bidder's proposed Senior Financial Specialist

The Bidder must demonstrate how the Senior Financial Specialist meets the experience requirements.

The Bidder must provide details including:

- Organization for which the experience is claimed;
- Date of Bidder's Senior Financial Specialist involvement in each project claimed;
- Size, scope, nature and complexity of work;
- Project value and duration;
- Roles and responsibilities of the Bidder in the project; and
- Client's References: contact names, current phone numbers and /or e-mail address.

Experience in projects providing cost analysis for large and complex Government or private sector projects, in which the Resource provided cost development, financial modelling, cost-benefit analysis, and through-life cost planning.  Note: A major project is longer than two (2) years.	Project(s) valued between \$250M CAD and \$350M CAD	1 project	10 points	Maximum points available: 15	<b>Total Maximum points available: 30</b>
		2 projects	15 points		
	Project(s) valued between \$350M CAD and \$500M CAD	1 project	12 points	Maximum points available: 25	
		2 projects	20 points		
		3 projects	25 points		
	Project(s) valued over \$500M CAD	1 project	20 points	Maximum points available: 30	
2 projects		30 points			
Project experience claimed in PRTC 2.1 is related to shipbuilding, ship refit, conversion, modernization and/or offshore floating structure construction.	1 project	3 points	<b>Maximum points available: 10</b>		
	2 projects	7 points			
	3 projects	10 points			

**PRTC 2.2 - Bidder's proposed Senior Procurement Specialist**

The Bidder must demonstrate how the Senior Procurement Specialist meets the experience requirements.

The Bidder must provide details for each project claimed including:

- Organization for which the experience is claimed;
- Date of Bidder's Senior Procurement Specialist involvement in each project claimed;
- Size, scope, nature and complexity of work;
- Project value and duration;
- Roles and responsibilities of the Bidder in the project; and
- Client's References: contact names, current phone numbers and /or e-mail address.

Experience in projects providing procurement advice for large, complex Government or private sector projects involving multiple stakeholders, both private and public, in which the Resource developed procurement strategies and processes, and handled complex negotiations.  Note: A major project is longer than two (2) years.	Project(s) valued between \$250M CAD and \$350M CAD	1 project	10 points	Maximum points available: 15	<b>Total Maximum points available: 30</b>
		2 projects	15 points		
	Project(s) valued between \$350M CAD and \$500M CAD	1 project	12 points	Maximum points available: 25	
		2 projects	20 points		
		3 projects	25 points		
	Project(s) valued over \$500M CAD	1 project	20 points	Maximum points available: 30	
2 projects		30 points			
Project experience claimed in PRTC 2.2 is related to shipbuilding, ship refit, conversion, modernization and/or offshore floating structure construction.	1 project	3 points	<b>Maximum points available: 10</b>		
	2 projects	7 points			
	3 projects	10 points			

**PRTC 2.3 - Bidder's proposed Senior Project Management Specialist**

The Bidder must demonstrate how the Project Management Specialist meets the experience requirements.

The Bidder must provide details for each project claimed including:

- Organization for which the experience is claimed;
- Date of Bidder's Senior Project Management Specialist involvement in each project claimed;
- Size, scope, nature and complexity of work;
- Project value and duration;
- Roles and responsibilities of the Bidder in the project; and
- Client's References: contact names, current phone numbers and /or e-mail address.

Experience in projects providing project management for large and complex Government or private sector projects, in which the Resource provided relationship, change, schedule, and risk management.  Note: A major project is longer than tw (2) years.	Project(s) valued between \$250M CAD and \$350M CAD	1 project	10 points	Maximum points available: 15	<b>Total Maximum points available: 30</b>
		2 projects	15 points		
	Project(s) valued between \$350M CAD and \$500M CAD	1 project	12 points	Maximum points available: 25	
		2 projects	20 points		
		3 projects	25 points		
	Project(s) valued over \$500M CAD	1 project	20 points	Maximum points available: 30	
2 projects		30 points			

Project experience claimed in PRTC 2.3 is related to shipbuilding, ship refit, conversion, modernization and/or offshore floating structure construction.	1 project	3 points	<b>Maximum Points available: 10</b>
	2 projects	7 points	
	3 projects	10 points	

Delete: Annex A, Statement of Work

**Replace by the following:**

## **ANNEX "A" STATEMENT OF WORK**

### **1. Introduction**

The purpose of this Statement of Work (SOW) is to define the work required of the Contractor in support of the National Shipbuilding Procurement Strategy (NSPS) Secretariat and the NSPS projects. The Contractor must provide assessments and advice that will help NSPS make more informed decision-making and help ensure the delivery of desirable outcomes for the NSPS.

### **2. Background**

Through the National Shipbuilding Procurement Strategy (NSPS), Canada has established long-term strategic sourcing relationships with two Canadian shipyards. These shipyards were selected through a national competition to build Canada's large ships: Irving Shipbuilding Inc. for the combat vessels package; and, Vancouver Shipyards Co. Ltd. for the non-combat vessels package.

Over the coming years, Canada will negotiate and manage several contracts using a phased design and build approach to mitigate risks for the large federal ships. Canada will also conduct competitive procurement for the smaller vessels as well as the repair, refit and maintenance of the federal fleet.

Canada has identified certain key areas where the timely transaction advice and related assistance from an independent Third Party Expert would help ensure that Canada achieves the most equitable, effective, and robust contracts possible, which contain acceptable levels of risk and provide value for money.

### **3. Scope of Work**

#### **3.1 Meetings**

**3.1.1** The Contractor must participate in a 1-day kick-off meeting to be held at Canada's facility at 270 Albert Street, Ottawa, ON (or an alternate location in the National Capital Region, as determined by Canada) within 15 working days of Contract award. The intention of the kick-off meeting is to familiarize the Contractor with the Secretariat's work and the NSPS projects, and to provide a forum to discuss and ensure a common understanding of the Contract.

The Contractor must prepare and deliver kick-off meeting minutes 5 working days after the kick-off meeting. The minutes must include:

- i. The date, location, and list of all attendees;
- ii. A summary of the discussion; and,
- iii. All decisions made and an "Action Items" list, if applicable.

**3.1.2.** Other Meetings: Canada may schedule additional meetings, teleconferences, video conferences and/or briefings as required. As appropriate, meetings will be held at the Contractor's or Canada's

facilities, at Canada's discretion. Such meetings would be raised on an as-and-when needed basis through the issuance of a task under this Contract.

**3.1.3.** The Contractor must ensure that the data, personnel, and facilities, as required, are all available for each meeting. The Contractor must ensure that the person who has final approval authority under this contract for decision-making and changes is present at meetings, when requested by Canada.

## **3.2. Task-Based Work**

**3.2.1.** The transaction advice and related assistance provided by the Contractor will be called-up as tasks under this Contract. Specific work descriptions and deliverables will be described in the individual tasks, as they are called-up. Tasks issued pursuant to this Contract will include, but not necessarily be limited to, the following types of work:

**3.2.1.1.** Assessment of cost proposals related to the implementation of the NSPS and the NSPS projects, which may include, but is not limited to, determining the reasonableness, completeness, and/or comprehensiveness of the proposals regarding the cost, level of effort, profit, risk, etc.;

**3.2.1.2.** Provision of transaction advice and/or professional opinion regarding the implementation of NSPS, and procurement and project management activities. Such Work could include, but is not limited to, advice and opinion regarding: procurement strategies and other processes and methodologies; evaluation criteria; project process plans; key performance indicators of various activities including shipbuilding activities; shipbuilding schedules and other scheduling issues; alignment with strategic objectives; risks and mitigation plans; assumptions; sensitivity analyses; etc.;

**3.2.1.3.** Assistance in building and maintaining strategic relationships and the dissemination and implementation of lessons learned. Such Work could include, but is not limited to: transferring knowledge; ensuring consistency in Canada's approach; providing related documentation; etc.;

**3.2.1.4.** Provision of support to Canada's contract negotiations. Such Work may include, but is not limited to providing advice and/or opinion regarding industry trends, norms and standard practices; and

**3.2.1.5.** Provision of due diligence advice and analysis on domains such as: financial, commercial, valuation, regulatory compliance and related matters.

**3.2.2.** Tasks can be raised by the NSPS Secretariat on behalf of the Secretariat or any of the NSPS projects, or any combination thereof.

## **4. Contractor's Client-Management Approach**

**4.1** The Contractor must develop, implement and maintain a client-management approach to be used during the period of the Contract.

**4.2** In order to fulfill Canada's requirements in terms of all services required under this Contract, the Contractor's Client Management Approach must respect the following processes:

- Work distribution and tracking system to ensure on time delivery of consistent, high quality services to the clients;
- The Contractor's Project Administrator and Representative must assess the work received from clients and its distribution amongst his resources and manage it;
- The Contractor's Project Administrator and Representative must track the progress on each project assigned to his resources and ensure on time delivery of completed work to the clients;

- 
- The Contractor's Project Administrator and Representative must be responsible for receiving and resolving customer complaints 365 days a year;
  - A dispute resolution plan that contains an escalation process for resolving customer complaints that can't be resolved under the Contractor's routine procedures for problem resolution;
  - A remedial plan for replacing personnel during sick leave, vacation or any other absence by having qualified and standby resources available during the period of the Contract;
  - A backup plan to resolve electronic systems and all component failures within reasonable time hours;
  - The Contractor must deal with excessive workload and/or with work with a firm and very tight deadline, including workload exceeding the normal daily capacity required.

## 5. Deliverables

### 5.1 Service Level Reporting - Monthly Reports

In order to fulfill Canada's requirements in terms of Services Level Reporting required under this Contract, the Contractor must respect the following processes:

- Within ten (10) working days from the last working day of each month, the Contractor must provide, at no additional cost to Canada, a reporting data in MS Excel format and other electronic formats, as may be agreed upon.

Reports to be provided on an ongoing basis must include:

- a report on all tasks received from the Project Authority (including name of the Project Authority, date and time);
- received and sent date and time;
- description of the task;
- a usage report by region and branch level for every service performed, including total number of hours, the cost of the service for the month and the totals to-date; and
- a report addressing the percentages of orders delivered within the Contract's delivery requirements.

Canada will review the reports and communicate with the Contractor regarding the quality of work performed pursuant to the Contract through the Contracting Authority.

### 5.2 Data Required for Reporting

The Contractor must have a process to capture the data required for reporting.

Data can be collected using a payroll system, a time and attendance system or any other type of database. Typically, timesheets and/or scheduling documents are the original source records used for service hours and days.

The process must be able to link employees' service hours or days to a specific program as reporting is required at a program level. For multiple programs, typically this is achieved using a simple coding system.

Although the original source records, such as staff schedules, timesheets and payroll records, must be retained for audit purposes, they do not need to be submitted to Canada with service level reports.

## 6. Contractor's Core Team

### 6.1 Contractor's Project Administrator and Representative

**6.1.1** The Contractor's Project Administrator and Representative means the person designated by the Contractor within his organization to provide customer services to Canada, liaise with Canada's Project Authority and provide assistance in dispute resolution.

**6.1.2** The Contractor's Project Administrator and Representative must undertake full responsibility for hands-on management of tasks issued by Canada's Project Authority and ensure delivery of services in accordance with the terms and conditions specified in this Contract and the Statement of Work.

**6.1.3** The Contractor must provide an individual resource who will perform the function of a Contractor's Project Administrator and Representative.

**6.1.4** The Contractor must ensure that the following processes are respected:

- i. The Contracting Authority and/or the Project Authority must be able to communicate personally and readily with the Contractor's Project Administrator and Representative;
- ii. The Contractor's Project Administrator and Representative must be able to address and respond to issues and concerns raised in a timely manner;
- iii. The Contractor's Project Administrator and Representative's responsibilities must be carried out during his/her absence;
- iv. The Contractor's Project Administrator and Representative must be able to report on the activities of the Contract; and
- v. The Contractor's Project Administrator and Representative must have the technical support and administrative support personnel to respond to administrative issues and concerns raised.

### 6.2 Project Management Specialists

The Contractor must provide a Junior Project Management Specialist, an Intermediate Project Management Specialist and a Senior Project Management Specialist when required. All three (3) Project Management Specialists must meet the Conflict of Interest Clause as defined in the Contract.

The Contractor's Project Management Specialists must be able to provide the required services that may include, but are not limited to the following:

- Advice on matters concerning Government - shipyard, Government - industry, and/or Public-Private Partnership relationship management;
- Providing strategic advice and guidance pertaining to project management, including risk management and Earned Value Management System;
- Assisting in the implementation of best practices;
- Conducting options analysis and performance measurement;
- Providing support to benchmarking of industry norms;
- Prepare plans, charts, tables and diagrams to assist in analyzing data or displaying findings; work with a variety of project management and financial management tools;
- Perform quality assurance function on deliverables;
- Attest the results of the work, where required; and
- Make presentations to senior Government officials on the results of the task(s) where required.

#### 6.2.1 Junior Project Management Specialist

The Contractor's Junior Project Management Specialist must have as a minimum the following mandatory qualifications:

**Education:** A Diploma or Degree from a recognized post secondary institution in Business Administration and/or Project Management, or an acceptable combination of education, training and experience is required.

**Experience:** Minimum of three (3) years work experience in the last ten (10) years providing project management advice for large, complex Government or private sector projects involving multiple stakeholders, both private and public, in which the Resource provided relationship, change, schedule, and/or risk management.

### 6.2.2 Intermediate Project Management Specialist

The Contractor's Intermediate Project Management Specialist must have as a minimum the following mandatory qualifications:

**Education:** Must have either a Degree/Diploma in Business Administration and/or Project Management.

**Experience:** Minimum of five (5) years work experience in the last ten (10) years providing project management advice for large, complex Government or private sector projects involving multiple stakeholders, both private and public, in which the Resource provided relationship, change, schedule, and/or risk management.

### 6.2.3 Senior Project Management Specialist

The Contractor's Senior Project Management Specialist must have as a minimum the following mandatory qualifications:

**Education:** Must have either a Degree/Diploma in Business Administration and/or Project Management.

**Experience:** Minimum of ten (10) years work experience in the last 15 years providing project management advice for large, complex Government or private sector projects involving multiple stakeholders, both private and public, in which the Resource provided relationship, change, schedule, and/or risk management.

## 6.3 Procurement Specialists

The Contractor must provide a Junior Procurement Specialist, an Intermediate Procurement Specialist and a Senior Procurement Specialist when required. All three (3) Procurement Specialist must meet the Conflict of Interest Clause as defined in the Contract.

The Contractor's Procurement Specialists must be able to provide the required services that may include, but are not limited to the following:

- Provide strategic advice on matters concerning integrity, value for money, intellectual property rights, risk sharing, risk mitigation, risk financing, limitation of liability, incentives, for the delivery of the desired outcomes of the NSPS;
- Analyze Government's new-built requirements and workload of shipyards, and provide advice on workaround to avoid boom and bust, where needed;
- Assist in the negotiations of a variety of contract terms and conditions;
- Provide advice on transition from implementation to in-service support, where needed;
- Verify the level of effort in a proposal is commensurate with the work to be performed, where required;

- Prepare plans, charts, tables and diagrams to assist in analyzing data or displaying findings;
- Attest the results of the work, where required; and
- Make presentations to senior Government officials on the results of the task(s) where required.

### 6.3.1 Junior Procurement Specialist

The Contractor's Junior Procurement Specialist must have as a minimum the following mandatory qualifications:

**Education:** A Diploma or Degree from a recognized post secondary institution, in a relevant field or an acceptable combination of education, training and experience is required

**Experience:** Minimum of three (3) years work experience in the last ten (10) years providing procurement advice for large, complex Government or private sector projects involving multiple stakeholders, both private and public, in which the Resource developed procurement strategies and processes, and handled complex negotiations.

### 6.3.2 Intermediate Procurement Specialist

The Contractor's Intermediate Procurement Specialist must have as a minimum the following mandatory qualifications:

**Education:** A Diploma, or Degree from a recognized post secondary institution in a relevant field or an acceptable combination of education, training and experience is required

**Experience:** Minimum of five (5) years work experience in the last ten (10) years providing procurement advice for large, complex Government or private sector projects involving multiple stakeholders, both private and public, in which the Resource developed procurement strategies and processes, and handled complex negotiations.

### 6.3.3 Senior Procurement Specialist

The Contractor's Senior Procurement Specialist must have as a minimum the following mandatory qualifications:

**Education:** A Diploma, or Degree from a recognized post secondary institution in a relevant field or an acceptable combination of education, training and experience is required

**Experience:** Minimum of ten (10) years work experience in the last 15 years providing procurement advice for large, complex Government or private sector projects involving multiple stakeholders, both private and public, in which the Resource developed procurement strategies and processes, and handled complex negotiations.

## 6.4 Financial Specialists

The Contractor must provide a Junior Financial Specialist, an Intermediate Financial Specialist and a Senior Financial Specialist when required. All three (3) Financial Specialists must meet the Conflict of Interest Clause as defined in the Contract.

The Contractor's Financial Specialists must be able to provide the required services that may include, but are not limited to the following:

- 
- Provide strategic advice on matters concerning open book access, cash flow and working capital, financial security and bonds, present net worth, cost accounting, and project financing for the delivery of the desired outcomes of the NSPS;
  - Assist in the negotiations of financial and payment terms and conditions;
  - Analyze target cost, ceiling price, and financing provisions and perform risk analysis where required;
  - Provide advice on transition from implementation to in-service support, where needed;
  - Liaise with Government Cost Analyst(s) and representative(s) from Chief Financial Offices (CFOs) to ensure common practice and consistence treatment of data;
  - Construct or verify cost models for work to be performed by shipyards with respect to assumptions, input, limitations, and perform sensitivity analysis where required;
  - Assist in cost verification of shipyard proposals, where applicable;
  - Prepare plans, charts, tables and diagrams to assist in analyzing data or displaying findings;
  - Attest the results of the work, where required; and
  - Make presentations to senior Government officials on the results of the task(s) where required.

#### 6.4.1 Junior Financial Specialist

The Contractor's Junior Financial Specialist must have as a minimum the following mandatory qualifications:

**Education:** Must have a degree/diploma in a relevant field.

**Experience:** Minimum of three (3) years work experience in the last ten (10) years in cost analysis for large and complex Government or private sector programs or projects, in which the resource provided cost and budget development, financial modeling, cost-benefit analysis, development of complex payment frameworks, and/or through-life cost planning.

#### 6.4.2 Intermediate Financial Specialist

The Contractor's Intermediate Financial Specialist must have as a minimum the following mandatory qualifications:

**Education:** Must have either a Degree/Diploma in a relevant field and in the process of obtaining a Professional Finance/Accounting Designation such as i.e. CA, CMA, CGA, CIA or CFE.

**Experience:** Minimum of five (5) years work experience in the last ten (10) years in cost analysis for large and complex Government or private sector programs or projects, in which the resource provided cost and budget development, financial modeling, cost-benefit analysis, development of complex payment frameworks, and/or through-life cost planning.

#### 6.4.3 Senior Financial Specialist

The Contractor's Senior Financial Specialist must have as a minimum the following mandatory qualifications:

**Education:** Must have a Degree/Diploma in a relevant field and a Professional Finance/Accounting Designation such as CA, CMA, CGA, CIA or CFE.

**Experience:** Minimum of ten (10) years work experience in the last 15 years in cost analysis for large and complex Government or private sector programs or projects, in which the resource provided cost and budget development, financial modeling, cost-benefit analysis, development of complex payment frameworks, and/or through-life cost planning.

## 6.5 Additional Resources

Additional Resources may be required on an "as and when requested" basis throughout the contract period against the Project Management Specialist, the Financial Specialist, and the Procurement Specialist categories, at any level (Junior, Intermediate, Senior). Any additional resource will be evaluated against the resource category requirements as specified in sections 6.2, 6.3, and 6.4 above.

## 6.6 Replacement

**6.6.1** The Project Authority may ask the Contractor, in writing, to replace any resource whose services are deemed unsatisfactory. The Contractor must find a replacement to ensure minimum impact to ongoing work and ensure approved milestones delivery dates are respected for all authorized work. If the Contractor is unable to do so, Canada may terminate, without cost, the contract concluded with the Contractor.

**6.6.2** The Contractor must replace him or her as described in section 6.6.1, above. Canada reserves the right to assign a resource from another firm if the Contractor cannot find a replacement acceptable to Canada, within the required time that meets the requirements for experience and expertise.

Replacing is subject to the following conditions:

- a. If the Contractor is at any time unable to provide the services of a person designated in the contract, it will provide the services of a replacement with equivalent or greater skills and experience. The Contractor will bear the cost of any training given by Canada to the replacement.
- b. Before replacing a person designated in the contract, the Contractor will submit to the Project Authority, for approval, a notice in writing that states:
  - i. the reason for withdrawing the designated person;
  - ii. the name of the proposed replacement and his/her résumé;
  - iii. proof that the proposed replacement has the required security clearance stated in the Contract.
- c. Canada reserves the right to check references, request the résumé, copies of qualifications and to obtain information from its own sources.
- d. Acceptance of a replacement by Canada does not relieve the Contractor of its responsibility to satisfy the requirements of the contract.
- e. In no case shall the Contractor have work performed by a person not authorized to work in Canada.
- f. Canada may order the removal of any unauthorized replacement, in which case the Contractor will immediately remove the person from his/her position and provide a replacement in accordance with the provisions of this section.
- g. Replacement resources must meet the Conflict of Interest Clause as defined in the Contract.

## 7. Working hours and Statutory holidays: Definition of terms

"Regular work day": eight consecutive hours of work, starting at the Contractor's start of regular work day, from Monday to Friday, not including statutory holidays.

"Overtime on a regular work day": subsequent period to eight (8) consecutive hours of work on a regular work day.

Solicitation No. - N° de l'invitation

EN578-140028/A

Client Ref. No. - N° de réf. du client

20140028

Amd. No. - N° de la modif.

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File No. - N° du dossier

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Buyer ID - Id de l'acheteur

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CCC No./N° CCC - FMS No/ N° VME

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"Weekends": Saturdays and Sundays.

"Statutory Government of Canada holidays": according to federal legislation, nine statutory holidays such as the following:

- New Year's Day-January 1
- Holy Friday-Friday before Easter Sunday
- Victoria Day-May 24 or the preceding Monday
- Canada Day-July 1
- Labour Day-first Monday of September
- Thanksgiving Day-second Monday of October
- Remembrance Day-November 11
- Christmas Day-December 25
- Boxing Day-December 26

**ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED**