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Client Reference No. - N° de référence du client EN578-12-1029	GETS Ref. No. - N° de réf. de SEAG PW-\$\$CX-010-62186
File No. - N° de dossier cx010.EN578-121029	CCC No./N° CCC - FMS No./N° VME
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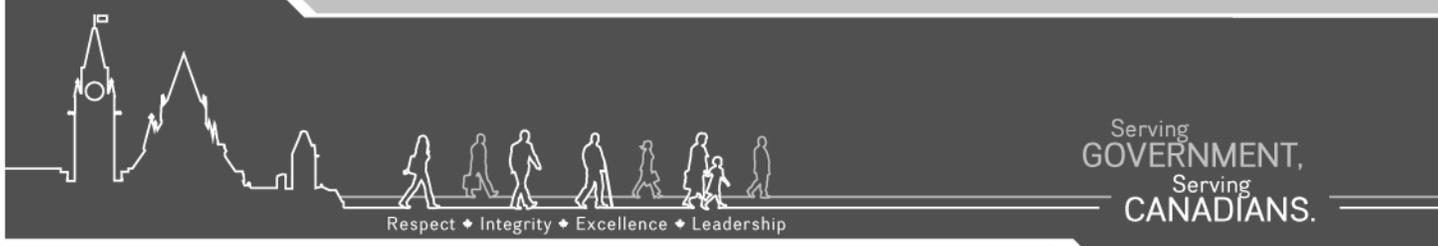
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EN578-12-1029

National Procurement Strategy for Communications Services

Consultation Summary for Communication Services National Procurement Strategy

Please see attached documents.



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Consultation Summary for Communication Services National Procurement Strategy

November 2012



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1 Introduction

Public Works and Government Services Canada (PWGSC) developed a draft National Procurement Strategy for Communication Services to provide a consistent national approach that will improve the efficiency and effectiveness of the procurement process for all government departments, suppliers and Canadians.

During a formal consultation period, government departments and suppliers reviewed and commented on the draft National Procurement Strategy for Communication Services. All formal consultation feedback was considered when finalizing the National Procurement Strategy for Communication Services.

This document provides a summary of the feedback for the purposes of discussion and is not intended to provide an exhaustive list of feedback received.

2 Purpose

This document summarizes relevant formal consultation feedback from government departments and suppliers, and outlines how PWGSC will incorporate the feedback when finalizing the National Procurement Strategy for Communication Services.

This document is used for reviewing feedback and deciding upon resulting changes. Where comments suggested changes and none are being taken, a description is provided as to why the recommendation remains unchanged.

3 Formal Consultation

Period	November 21, 2011 through February 13, 2012. (85 days)
Government Department Respondents	There were 14 respondents representing 9 government departments.
Supplier Respondents	There were 213 supplier respondents.

4 Overview

The general view of suppliers and government respondents was supportive of the overall strategy.

5 Original Recommendations

5.1 Update the Definition of the Communication Services Category to Encompass New Trends

Original Recommendation (reference: August 2011 strategy section 9.1)

- Continue to evaluate the services available within the industry;
- Verify/update existing communication services and align with current industry practices to facilitate the identification of the services available under the communication services category;
- Review services covered by other category groups within PWGSC;
- As procurement instruments come up for renewal, changes will be made to align with the new category definition as needed while ensuring there are no duplications with other PWGSC procurement tools; and
- Establish new interim procurement instruments as required, to provide new communication services according to the new category definition, as needed to bridge the gap until the existing procurement instruments are renewed and updated.

Relevant Feedback

TOPIC	Inclusion of social media in future procurement instruments	
GOVERNMENT DEPARTMENTS	SUPPLIERS	
<p>Supporting:</p> <ul style="list-style-type: none"> • Social media is currently a component of many client departments' communications planning, and so optimizing procurement of communication services that specialize in this emerging field is necessary. <p>Opposing:</p> <ul style="list-style-type: none"> • The strategy document does not propose major changes and does not truly address the needs of new technologies. 	<p>Supporting</p> <ul style="list-style-type: none"> • When asked if GC should engage in social media, 50% of respondents indicated that the Government of Canada should be using social media technology to either communicate to stakeholders, receive feedback from stakeholders or both. <p>Opposing:</p> <ul style="list-style-type: none"> • Some respondents believed that GC should project an image of authority that is incongruent with that of social media, and so should not engage in emerging trends. 	
OUTCOME	Update strategic direction to specifically address the inclusion of social media services within the communication services category.	

New Strategic Direction (reference: November 2012 strategy section 5.1)

PWGSC will clarify inclusions and exclusions within the communication services subcategories. In addition, definitions will be updated to reflect developments in technology (e.g. social media), and to make specialization within each subcategory clear.

As procurement instruments are renewed, changes will be introduced to align the services on offer with updated category definitions as applicable, ensuring there are no duplications with other PWGSC procurement tools. In response to the advent and growth in importance of social media, future procurement instruments will include relevant services to ensure GC has multiple channels to reach Canadians. The PWGSC website and Communication Branch website provides information on social media tools and resources.

5.2 Continue to Develop and Implement Self-Serve Procurement Instruments for Optional Services

Original Recommendation (reference: August 2011 strategy section 9.2)

Enable government departments to complete certain procurement transactions through the following:

- Implementing and recommending the use of PWGSC self-serve procurement instruments and electronic tools (e.g. ePurchasing);

PWGSC will improve the support to government departments in the acquisition of communication services in order to better meet operational requirements. PWGSC will:

- Continue to standardize and simplify processes to procure communication services; and
- Continue to develop and implement self-serve procurement instruments for optional services or non mandatory sub-categories, including standing offers and supply arrangements, if and when appropriate

Relevant Feedback

TOPIC	E-Purchasing	
	GOVERNMENT DEPARTMENTS	SUPPLIERS
	<p>Supporting:</p> <ul style="list-style-type: none"> • Survey respondents indicated the Government of Canada must be committed to operating in a green manner and practice what they expect from their vendors. E-purchasing would be a positive example of government efforts to green operations. <p>Opposing:</p> <ul style="list-style-type: none"> • No relevant opposing commentary was provided 	<p>Supporting</p> <ul style="list-style-type: none"> • The communication industry strongly supports and encourages the Government of Canada onboard acceptance of Electronic Bid Submissions (eBidding). <p>Opposing:</p> <ul style="list-style-type: none"> • No relevant opposing commentary was provided
OUTCOME	No change to the original recommendation. However the context section now states that the Communication Procurement Directorate will adopt eBidding once the PWGSC Acquisitions Branch develops an ePurchasing Policy. (reference: June 2012 strategy section 5.2)	

5.3 Improvement of Procurement Process

Original Recommendation (reference: August 2011 strategy section 9.3)

<p>Improve the procurement process by:</p> <ul style="list-style-type: none"> • Conducting a review of the approaches used to develop evaluation criteria; • Clarifying the evaluation criteria used in solicitation documents, and facilitating broader understanding of the methodologies to be used for the purpose of ensuring that evaluation methodologies are not overly restrictive; • Using standing offers and supply arrangements as the main methods of supply; and • Standardizing the duration of new procurement instruments to two fixed years and two one-year options (with a refresh process for supply arrangements at the one-year mark allowing for new suppliers to qualify and also a refresh process at each option year, allowing for new suppliers to qualify) for the following non-mandatory categories: Media Monitoring Services; Events Management Services; Graphic Design and Exhibit Design Services; and Strategic Communication Services.
--

Relevant Feedback

TOPIC	Bid Standardization	
	GOVERNMENT DEPARTMENTS	SUPPLIERS
	<p>Supporting:</p> <ul style="list-style-type: none"> • Clients reported difficulty understanding and using current procurement tools. Simplification of the process was broadly supported. <p>Opposing:</p> <ul style="list-style-type: none"> • Flexibly was a key concern, since not one approach can meet the diverse needs of the communications community. 	<p>Supporting</p> <ul style="list-style-type: none"> • Standardized and simplified bidding was frequently stated as desirable and would greatly reduce barriers for small and medium enterprises to offer competitive bids. <p>Opposing:</p> <ul style="list-style-type: none"> • No relevant opposing commentary was provided
OUTCOME	The strategic direction for improving the procurement process has been split such that specific topics can be addressed (reference: November 2012 strategy section 5.3)	

Relevant Feedback

TOPIC	Standardize Methods of Supply	
	GOVERNMENT DEPARTMENTS	SUPPLIERS
	<p>Supporting:</p> <ul style="list-style-type: none"> • The distinction between when a supply arrangement is used vs. when a standing offer is used should be much clearer. It also becomes difficult for vendors who must qualify under both streams using different criteria. <p>Opposing:</p> <ul style="list-style-type: none"> • Some respondents indicated they would like to see an initial three-year period with two one-year options. This will allow 	<p>Supporting</p> <ul style="list-style-type: none"> • About 30% of respondents indicated that they saw no problem with current methods of supply, however many responses that indicated support where laced with concerns about barriers to small and medium enterprises. For example, one supplier wrote, "Standing offers and supply arrangements are wonderful. They provide flexibility and confidence for both the supplier and the government. However, when planning standing offers involving

<p>suppliers to gain more experience in dealing with clients.</p>	<p>intellectual property, RFSOs and RFPs seem purposefully biased in favour of large, national firms, even when work may be performed locally.”</p> <p>Opposing:</p> <ul style="list-style-type: none"> • This method favours large companies and would force small businesses to partner up with larger firms, as the only means of successfully doing business with the Government of Canada. • Suppliers have identified “entry to market” as a potential barrier. New suppliers can only be considered for a standing offer when new solicitations are published, often at the end of a given standing offer’s effective period.
<p>OUTCOME</p>	<p>SOs and SAs will continue to be used. Additional standardization regarding duration and terms and conditions will be introduced. SAs for non-mandatory sub-categories will provide additional opportunities for suppliers to qualify.</p>

New Strategic Direction (reference: November 2012 strategy section 5.3.1)

PWGSC will continue to use SOs and SAs as the main methods of supply for communication services, for both mandatory and non-mandatory subcategories. In an effort to standardize the methods of supply, PWGSC will introduce the following changes:

- standardize the terms and conditions used for SOs and SAs; and
- standardize the duration to two fixed years and two one-year options for SOs and SAs, with a notice sent before the options are invoked.

Future SAs, for the following non-mandatory subcategories, will allow suppliers who are not included in the SA the opportunity to qualify. This opportunity will be presented during the periods when the SAs are being renewed:

- Media Monitoring Services;
- Events Management Services;
- Graphic Design and Exhibit Design Services; and
- Strategic Communication Services.

Relevant Feedback

TOPIC	Simplify Requirements	
GOVERNMENT DEPARTMENTS		SUPPLIERS
<p>Supporting:</p> <ul style="list-style-type: none"> • Respondents indicated support for simplifying qualification of requirements. They also frequently stated that the criteria should not disqualify small and medium sized businesses, or suppliers from local economies. <p>Opposing:</p> <ul style="list-style-type: none"> • No relevant opposing feedback 		<p>Supporting</p> <ul style="list-style-type: none"> • Evaluation criteria that required suppliers to describe a specific number of specialized projects within the last three to five years was found to be overly restrictive. It was frequently noted that this practice creates barriers to entry for companies that have not previously been awarded Federal contracts, thereby creating bias towards incumbent suppliers <p>Opposing:</p> <ul style="list-style-type: none"> • No relevant feedback
OUTCOME	Further standardize and simplify requirements.	

New Strategic Direction (reference: November 2012 strategy section 5.3.2)

PWGSC will focus on simplifying proposal requirements by:

- introducing templates with simplified and standardized wording;
- encouraging precise descriptions of project-specific requirements; and
- where appropriate, reducing the requirement that “bundles” services or requires a “team”.

Relevant Feedback

TOPIC	Simplify Solicitations	
GOVERNMENT DEPARTMENTS		SUPPLIERS
<p>Supporting:</p> <ul style="list-style-type: none"> A supplier once communicated that the amount of work the supplier received while available on an RFSO & SA may not have been equal to the effort invested in responding to the RFP, for example, preparing a 400 page response to an RFP, whereby the work the contract actually yielded was less than the investment of work required to secure the contracted. <p>Opposing:</p> <ul style="list-style-type: none"> No relevant feedback 		<p>Supporting</p> <ul style="list-style-type: none"> Suppliers frequently described the solicitation process negatively, describing the process as “time-consuming, biased and complicated.” Many small and micro-enterprises reported that the costs of submitting a competitive bid were not offset by the potential for gaining Government contracts, and so the length and complexity of the solicitation process was a significant barrier for small businesses. Examples of Supplier Feedback: <ul style="list-style-type: none"> The challenge is that once an SA or SO is won, there are still additional RFPs to answer, and a full proposal is required. The work and time invested through this is then doubled (RFSO and RFP). Ridiculous amount of paperwork...lots of questions that must be filled out, but are irrelevant or don't fit into categories that can be answered in a way that is meaningful to the services we supply. <p>Opposing:</p> <ul style="list-style-type: none"> Some respondents indicated that the current system of Supply Arrangements and Standing Offers were adequate and fair.
OUTCOME	Reduce variability in solicitations by standardizing forms and wording in an effort to reduce complexity and length of solicitations.	

New Strategic Direction (reference: November 2012 strategy section 5.3.3)

PWGSC will focus on simplifying solicitations by:

- introducing templates with simplified and standardized wording;
- standardizing the wording used on individual summary pages in solicitation documents; and
- imposing page limits on proposal submissions.

Relevant Feedback

TOPIC	Consistent Bid Evaluation Criteria	
	GOVERNMENT DEPARTMENTS	SUPPLIERS
	<p>Supporting:</p> <ul style="list-style-type: none"> A number of clients wanted creativity and innovation more heavily weighted in selection criteria, and not necessarily the lowest-cost option. <p>Opposing:</p> <ul style="list-style-type: none"> When asked to provide feedback on bid evaluation and selection criteria, one client reported, "(evaluation criteria are) Not too restrictive. However, I believe that evaluation criteria should not be outlined in detail (i.e. scores and weights) to bidders - simply because they then know how scores will be tabulated and what is deemed "more important" to the contractor." 	<p>Supporting</p> <ul style="list-style-type: none"> Suppliers commonly reported that Government of Canada competitions consistently fail to evaluate value. All of the survey respondents wanted quality of work to be more heavily weighted than cost. Many suppliers felt that large companies can out-compete small suppliers on price of service, while offering similar quality of product, and felt that the current selection criteria were biased towards the lowest cost option and large companies. <p>Opposing:</p> <ul style="list-style-type: none"> There were no suppliers that indicated a preference for price to be weighted more heavily than technical merit or product quality.
OUTCOME	Adjust evaluation criteria, focus on quality over price.	

New Strategic Direction (reference: November 2012 strategy section 5.3.3.1)

PWGSC will revisit the bid evaluation criteria for each communication services subcategory, to ensure that evaluation methodologies are clear and not overly restrictive. This will be done by:

- reviewing how evaluation criteria are developed;
- explaining why specific evaluation methodologies are selected;
- linking criteria to the size and complexity of the requirements; and
- ensuring that the criteria relate to the requirements and are not unnecessarily specific.

Greater emphasis will be placed on the qualitative measurement of the solution presented within proposals by:

- allocating more weight to the evaluation of technical requirements over price; the ratio will be aligned with industry expectations, based on the degree of specialization required in each sub-category;
- allowing work samples to be part of the evaluation;
- eliminating requests for speculative creative samples; and
- adding flexibility to resource requirements to allow for innovation and adaptability to industry trends.

5.4 Access to the Government Market

Original Recommendation (reference: August 2011 strategy section 9.4)

Continue supplier and government department information gathering to identify and eliminate barriers in the evaluation and selection process that unnecessarily restrict the participation of qualified suppliers.

Relevant Feedback

TOPIC	Eliminating barriers to participation of qualified suppliers	
GOVERNMENT DEPARTMENTS	SUPPLIERS	
<p>Supporting:</p> <ul style="list-style-type: none"> The respondents that feel the criteria and methodologies are too restrictive gave a few examples; their market is well served by many small firms, sometime even individuals can handle small jobs at a low cost. If the experience and/or business volume criteria are restrictive, those suppliers will be eliminated and costs to the government will increase. Another example provided was that the amount of work a supplier receives while available on an RFSO & SA may not be in proportion to effort invested in responding to the RFP. <p>Opposing:</p> <ul style="list-style-type: none"> The respondents that felt the criteria and methodologies were not too restrictive gave a few examples as they have no difficulties with it. They indicated that outlining the evaluation criteria may result in "cookie-cutter" submissions based more on what the contracting officer wants to hear vs. creative solutions or approaches that contracting officer had not thought of. 	<p>Supporting</p> <ul style="list-style-type: none"> Respondents frequently stated that the length of completing a bid and the resources required to complete bids were too great, and significantly restricted small and medium enterprises from bidding on contracts. Respondents also indicated that overly specific and irrelevant criteria needlessly excluded them from competing for bids. Several specific criteria that were mentioned as restrictive for small businesses. These included: length of application process, competing with large firms for the same contracts, mandatory degrees or certifications, past government contracts, high levels of insurance, overly specific mandatory requirements and requirements for a team of employees. <p>Opposing:</p> <ul style="list-style-type: none"> Many survey respondents (21%) stated that they did not find the evaluation criteria overly restrictive. 	
OUTCOME	Further simplify the supplier selection process.	

New Strategic Direction (reference: November 2012 strategy section 5.3.3.1)

PWGSC will revisit the supplier selection criteria for communication services to facilitate access to the government marketplace by:

- accepting alternatives to (or substitutes for) education criteria (e.g. years of professional experience);
- accepting alternatives to (or substitutes for) government-based professional experience (e.g. private-sector experience);
- acknowledging the value of professional certifications;
- removing burdensome contractual conditions (e.g. requiring suppliers to have excessive insurance coverage);
- removing business volume criteria (e.g. minimum number of public-sector projects and minimum number of employees);
- allowing subcontracting;
- limiting the number of references required (e.g. accepting contact information for references in lieu of formal letters of reference); and
- limiting the number of work samples requested.

5.5 Environmental Considerations

Original Recommendation (reference: August 2011 strategy section 9.5)

Incorporate, on an incremental basis, appropriate and consistent environmental considerations into communication services solicitation documents.

CPD, in cooperation with the Green Procurement Team from Acquisitions Branch develops Green Procurement Plans for each sub-category as required and to expand the evaluation criteria over time.

Relevant Feedback

TOPIC		Inclusion of environmental considerations	
GOVERNMENT DEPARTMENTS		SUPPLIERS	
<p>Supporting:</p> <ul style="list-style-type: none"> • Quantitative analysis indicates that 82% of the respondents do agree with the incremental addition of environmental requirements through the use of point rates and mandatory evaluation criteria. Some of the responses gave some examples as suppliers could score extra points for incorporating environmental practices in their proposals. <p>Opposing:</p> <ul style="list-style-type: none"> • Some of the vendors that do incorporate environmental practices often have a higher price point. 		<p>Supporting</p> <ul style="list-style-type: none"> • The majority of respondents, 80%, supported the inclusion of environmental considerations in bid evaluation criteria. • However, many respondents indicated their services had a negligible environmental impact as they had not considered in their environmental assessments the impact of their production inputs (i.e., computer technology, office equipment, climate control and electricity) <p>Opposing:</p> <ul style="list-style-type: none"> • Of those who did not support the inclusion of environmental criteria stated that the process of completing an environmental impact evaluation would only make the solicitation process more onerous or 	

	believed that they had no environmental impact.
OUTCOME	No change to the strategic direction, however further clarity was provided. (reference: November 2012 strategy section 5.4)

5.6 Stakeholder Communication

Original Recommendation (reference: August 2011 strategy section 9.6)

Coordinate a client-based Communication Services Procurement Advisory Committee.

Relevant Feedback

TOPIC	Communication Services Procurement Advisory Committee	
	GOVERNMENT DEPARTMENTS	SUPPLIERS
	<p>Supporting:</p> <ul style="list-style-type: none"> Clients strongly supported the development of a procurement advisory committee. Most of the survey respondents indicated that they would be willing to sit on an advisory committee, with the most interest in sub-areas of communications services like Strategic Communication Services and Social Media. <p>Opposing:</p> <ul style="list-style-type: none"> No relevant feedback 	<p>Supporting</p> <ul style="list-style-type: none"> One supplier supplied this feedback, "(PWGSC) should establish an industry advisory committee, not just a client advisory committee. They should meet separately, but also have at least one joint meeting per year." <p>Opposing:</p> <ul style="list-style-type: none"> No relevant feedback
OUTCOME	In addition to a client-based Communication Services Procurement Advisory Committee, launch supplier working groups to improve communications with supplier.	

New Strategic Direction (reference: November 2012 strategy section 5.5)

PWGSC will launch and coordinate client-based Communication Services Procurement Advisory Committees for each subcategory, as warranted. This will include training on the procurement process and available evaluation methodologies. Communication professionals from government departments will be invited to participate.

To increase communications with suppliers, keep pace with industry trends, and better educate suppliers on the procurement process, PWGSC will launch and coordinate communication services supplier working groups for each subcategory, as warranted. Communication services suppliers and/or representatives of supplier associations will be invited to participate.

6 Additional Recommendations

None; however the original recommendations were re-structured for clarity.

7 National Procurement Strategy

The finalized National Procurement Strategy for Communication Services will be posted on the Government Electronic Tendering Service (GETS) (currently MERX™), and GCpedia through Buyandsell.gc.ca.

The National Procurement Strategy for Communication Services will come into effect during Fiscal Year 2012/2013.



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National Procurement Strategy: Communication Services

November 2012



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Executive Summary

Introduction

Public Works and Government Services Canada (PWGSC) has undertaken a review of how communication services are procured for federal government departments with the objective of developing a national procurement strategy. Engaging government departments and suppliers to assess their needs and concerns was a key component of this review.

This National Procurement Strategy for communication services aims to provide a Canada-wide approach. When implemented, this approach will improve the ease and effectiveness of the procurement process for all stakeholders.

Definition

The Government of Canada (GC) communication services category is made up of Advertising Services (including campaign planning and production, and media purchases); Public Opinion Research Services; Audio-Visual (film, video and multimedia) Production Services; Media Monitoring Services; Exposition and Exhibit Services; Events Management Services; Graphic Design and Exhibit Design Services, web design services; and Strategic Communication Services (including public relations, marketing, planning, writing and editing, and other related services).

Please note that printing services, including reprographic/photocopying services, are excluded from the definition. These services will be the subject of a separate national strategy to be published at a later date.

Background

Over the last five years, the GC has spent approximately \$229 million annually on communication services; this figure is taken from the Spend Cube, a PWGSC procurement reporting and spend analysis tool that captures 87% of the total GC spend. The remaining 13% is assumed using an extrapolation of Public Accounts.

The GC acquires a wide range of communication services to inform and engage the general public regarding ongoing public policies, acts and regulations. The dominant subcategory of communication services is advertising; this includes the cost of acquiring advertising media space or time from media outlets, as well as professional services to develop advertising campaigns. Media buying represents the majority of the dollars spent.

As prescribed in the *Communications Policy of the Government of Canada*, Treasury Board has mandated that all government departments must engage the services of PWGSC to compete contracts for the communication services sub-categories of Advertising Services, Public Opinion Research Services and Audio-Visual Production Services.

Government departments can acquire many communication services subcategories under their own procurement authority; however, financial data indicates that they often choose to use PWGSC procurement services, offered to them on an optional basis. PWGSC has contracted communication services on behalf of 88 clients over the last six years. Standing Offers (SOs), Supply Arrangements (SAs) and Requests for Proposals (RFPs) are the main procurement instruments used by PWGSC in acquiring these services.

The procurement strategies used by PWGSC for communication services are often subject to consultations with the Privy Council Office (PCO), government departments and the PWGSC Integrated Services Branch (ISB) Government Information Services Sector, which is responsible for vetting government departments' requirements in the areas of Advertising and Public Opinion Research.

The subcategories of Advertising Services, Audio-Visual Production Services, Exposition and Exhibit Services, Events Management Services, Graphic Design and Exhibit Design Services, and Strategic Communication Services are subject to the voluntary set-aside of the Procurement Strategy for Aboriginal Business (PSAB). Requirements that fall within the scope of the Comprehensive Land Claim Agreements (CLCA) are published on the Government Electronic Tendering Service (GETS), currently MERX™, for all to access.

Market Analysis

The economic cycle has a significant impact on communication services, as expenditures for such services by governments and businesses tend to be one of the first areas to be decreased when business confidence and economic growth decrease. The demand is particularly sensitive to corporate profit, government investment and household disposable income.

The communication services industry is labour intensive as it relies on the creativity, knowledge and skills of its workforce to harness new technology and master the use of traditional delivery channels successfully as well as the increasing popularity of social media to remain competitive. Also, suppliers of communication services from all segments of the industry often rely on technologically innovative tools and techniques to differentiate themselves.

Findings

Stakeholders identified the following key issues during the consultation process:

- The wording on solicitation documents is inconsistent; examples include the number of work samples required, and imprecise wording to describe project-specific requirements.
- Comments received from stakeholders indicate that there are strong concerns about the use of lowest "cost-per-point" evaluation and supplier selection methodologies. More specifically, there is insufficient emphasis on qualitative criteria that are representative of value-added or creative content.

- There are conflicting evaluation methods; examples include evaluation criteria that are unnecessarily specific, that overemphasize qualifications required and seem designed to exclude new bidders.
- There is undue complexity in two areas within the RFP process: overly restrictive requirements and bundling/contract consolidation.
- There is inadequate communication with stakeholders with respect to changes to procurement processes.

Strategic Direction

PWGSC will improve the procurement process for communication services further by:

- adapting the definition of communication services to better reflect industry trends and eliminate any overlap of services that exist across other categories;
- simplifying the writing in proposal requirements and solicitation documents;
- placing greater emphasis on the service aspect of the proposal, such as the creative approach and methodology;
- eliminating barriers in the procurement process that unnecessarily restrict the participation of qualified suppliers;
- incrementally incorporating appropriate and consistent environmental considerations; and
- improving communications with stakeholders through government department Procurement Advisory Committees and supplier-based working groups.

1 Purpose

Public Works and Government Services Canada (PWGSC) has engaged key stakeholder groups, including government departments and suppliers, as part of a detailed review of how it procures communication services on behalf of government departments. The review has identified strengths in the current process; it has also uncovered areas of opportunity that, if leveraged, should benefit government departments, existing and potential suppliers, and Canadians overall. More specifically, standardized approaches to procurement should lead to enhanced transparency, greater efficiency and more predictability.

This National Procurement Strategy outlines the strategic direction for procuring communication services, based on the opportunities identified by key stakeholder groups.

2 Scope

This National Procurement Strategy examines the procurement of communication services by Public Works and Government Services Canada (PWGSC) on behalf of government departments.

2.1 Definition

Communication services are primarily defined as different types of activities related to transmitting information to the public as well as understanding public opinion, as performed by a large grouping of many industries and disciplines.

Included in this grouping are the following industries or subcategories:

Advertising Services

In the *Communications Policy of the Government of Canada*¹ (article 23), “Government of Canada advertising is defined as any message, conveyed in Canada or abroad, and paid for by the government for placement in media such as newspapers, television, radio, Internet, cinema and out-of-home.

“Institutions may place advertisements or purchase advertising space or time in any medium to inform Canadians about their rights or responsibilities, about government policies, programs, services or initiatives, or about dangers or risks to public health, safety or the environment.”

¹ *Communication Policy of the Government of Canada* website: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12316>

Public Opinion Research Services

Public Opinion Research Services, in the *Communications Policy of the Government of Canada*² (article 8), is described as “the planned gathering, by or for a government institution of opinions, attitudes, perceptions, judgements, feelings, ideas, reactions, or views that are intended to be used for any government purpose, whether that information is collected from persons (including employees of government institutions), businesses, institutions or other entities, through quantitative or qualitative methods, irrespective of size or cost.”

“The information gathering may be associated with a broad range of activities, for example: policy research; market research; communications research, communication strategies and advertising research; program evaluation; quality of service/customer satisfaction studies; omnibus surveys, with the placement of one or more questions; syndicated studies; or product development.”

Audio-Visual Production Services

Audio-Visual Production Services comprise the production, distribution and evaluation of motion picture films, videotapes, television programs, interactive videodiscs, CD ROMs, multimedia productions (any work in any medium or format containing a sound and/or a visual component), duplication, webcasting, host broadcasting, and satellite transmission.

Media Monitoring Services

Media Monitoring Services consist of media monitoring of radio and television broadcasts, Internet and social media, press clippings, newswire distribution, and transcripts of scrums and live events.

Exposition and Exhibit Services

Exposition and Exhibit Services encompass exhibit space rental; the design and fabrication of exhibit stands and kiosks; installation, dismantling, transportation and storage; and any related on-site or off-site exhibit services.

Events Management Services

Events Management Services are defined as all services related to the management of meetings and events.

GC institutions use exhibits, trade shows and event planning services in organizing, promoting and/or managing events such as exhibits, trade shows, recruitment campaigns, conventions, conferences and meetings.

² Communication Policy of the Government of Canada website: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12316>

Graphic Design and Exhibit Design Services

Graphic Design and Exhibit Design Services are defined as design services for a wide variety of end products. They include, custom turnkey exhibits, pop-up stands and pull-up banners, graphic design, web design and promotional items.

Strategic Communication Services

Strategic Communication Services include all services related to Corporate Communications and Public Relations (PR); they include writing, editing, speechwriting, language adaptation, research and analysis, planning, strategy development, project management, telephone referral, program planning and development, and report production.

PR agencies may be called upon to manage the communications between an organization and its publics in order to promote favourable relationships and portray a desired image; these publics might include Canadian citizens, employees, investors, customers, analysts and other stakeholders.

Excluded from the Definition

This strategy does not include communication services used by political parties, which are not considered federal government entities, to promote their image, to broadcast policy or to measure their support in polls. Overall, the objectives of government and political parties are different; unless communication services are purchased with the intent to support government initiatives, they are excluded from this definition.

Printing services, including reprographic/photocopying services, are excluded from the definition, as well. They will be the subject of a separate National Procurement Strategy.

3 Background

3.1 Canadian Market Information

According to Statistics Canada, the communication services category includes a large grouping of agencies carrying out many types of activities including advertising and various ways (display, direct mail, material distribution, and other specialty distributions), public relations, media buying and representations, as well as all other related services (Statistics Canada, 2010).

In 2010, the advertising, public relation and related services industry was valued at \$7 billion, representing an increase of 13% from 2006; the economic crisis of 2008 had a negative impact on the communication services industry with the revenues declining by 2.2% between 2008 and 2009 (Statistics Canada, 2010).

There were around 11,749 establishments in Canada engaged in the advertising, public relation and related services industry in 2011, the majority of which were small businesses hiring less than 50 employees geographically concentrated in Ontario (50%), Quebec (28%) and British Columbia (14%) (Statistics Canada, 2011).

This industry is characterized by intense competition based on the price, creativity, knowledge, delivery time, quality of the service provided, reputation, new technologies adopted and development of networks and connections (IBISWorld, 2010).

Large companies offer a variety of services while small businesses can compete and attract clients based on their niche expertise and innovative campaigns (Datamonitor, 2009).

This industry is labour intensive because of the direct contacts with clients, the high degree of interaction with media and the creativity aspect of the task at hand (IBISWorld, 2010).

With the economic crisis, the industry has been trying to remain cost effective: several sub-industries have been going through a merger and acquisition phase in order to expand geographic coverage, gain industry knowledge, and acquire specific service capabilities, which have enhanced the concentration level, incidentally giving some companies more pricing power (IBISWorld, 2010; First Research, 2012).

Also, the rise of social networking and new media thanks to internet and the proliferation of mobile devices have increased the level and intensity of communication, to which companies of this particular industry need to adapt in order to reach and engage an active audience by notably developing internet panels, virtual meetings, podcasts, search engine marketing, etc (IBISWorld, 2010; First Research, 2012)..

3.2 Overview of Procurement Process

Communication services procurement, within the Government of Canada (GC), encompasses both mandatory and optional subcategories.

Public Works and Government Services Canada (PWGSC) currently provides mandatory procurement services for Advertising, Public Opinion Research and Audio-Visual Production (film, video and multimedia). It also offers optional procurement services for Media Monitoring, Exposition and Exhibits, Events Management, Graphic Design and Exhibit Design, and Strategic Communication Services (including public relations, planning, writing and editing, and other related services).

Though government departments can acquire most optional communication services under their own procurement authority, they choose to use the procurement services offered by PWGSC on a regular basis.

The Communication Procurement Directorate (CPD) of the Services and Specialized Acquisitions Management Sector (SSAMS) manages the procurement process for communication services centrally, in the National Capital Area. PWGSC regional offices handle a small percentage of non-mandatory communication services procurement.

Communication Services Procurement

- Communication services are being purchased efficiently.
- The GC is getting good value for money.
- Procurement practices comply with the Communications Policy of the Government of Canada and all referenced legislation.
- Typically, communication services require custom creative work (e.g. custom-designed exhibits, management services for special events, specific strategic communications projects and custom-designed public opinion research projects). Because the final deliverables often have qualitative differences from similar products and services provided across the industry, they cannot be commoditized readily. It is important to note that some suppliers are very concerned about the commoditization of communication services; in fact, this is their main concern.
- The majority of the time, the purchases are of a custom nature, tailored to the client department's preferences.
- There can be significant breadth in the required services. For example, a small ad in a regional newspaper will differ significantly from a national census campaign.
- The typical evaluation approach for communication services, regardless of method of supply, takes into consideration technical merit and price.
- A review of existing procurement instruments has shown that the use of the current methods of supply (including contracts, standing offers and supply arrangements) is fair, open and straightforward to use.
- Advertising Services, Audio-Visual Production Services, Exposition and Exhibit Services, Events Management Services, Graphic Design and Exhibit Design Services, and Strategic Communication Services are subject to the Procurement Strategy for Aboriginal Business (PSAB) voluntary set-aside. Requirements that fall within the scope of the Comprehensive Land Claim Agreements (CLCA) are published on the Government Electronic Tendering Service (GETS), currently MERX™, where Aboriginal firms can access them.
- PWGSC primarily uses procurement instruments – including standing offers, supply arrangements and contracts – to acquire communication services.

- These procurements are competitive, fair and open.
- Information-gathering sessions have confirmed that these common procurement instruments are easy to use.

Supply Base and Vendor Performance

- There are a few large, full-service communication services firms in Canada. However, most suppliers are Small- and Medium-Sized Enterprises (SMEs).
- Vendor performance is monitored through investigation of government departments' claims. For example, when a client has problems with a supplier's performance, they advise PWGSC who investigates the claim and applies PWGSC Vendor Performance Policies as applicable.
- Discussions are held with suppliers with the objective of resolving any issues and agreeing on mutually acceptable solutions, corrective measures are taken as warranted when issues cannot be resolved.

Acquisition of Communication Services Subcategories

The current method of supply for each subcategory is shown in Table #4.

Table #4. Current Method of Supply

Sub-category	Method of Supply
Advertising Services (for the development of advertising campaigns)	<p>All procurement for this mandatory subcategory is done by PWGSC.</p> <p>Departmental Individual Standing Offers (DISOs) (≤ \$350,000)</p> <p>Supply Arrangements (>\$350,000)</p> <p>Competitive Contracts (all dollar values):</p> <ul style="list-style-type: none"> - for complex, thematic and multi-component advertising projects usually spanning more than one year; - for media placement services, a sub-set of Advertising services.

Sub-category	Method of Supply
Public Opinion Research Services	<p>All procurement for this mandatory subcategory is done by PWGSC.</p> <p>Departmental Individual Standing Offers (≤\$200,000)</p> <p>Competitive Contracts (>\$200,000)</p>
Audio-Visual Production Services	<p>All procurement for this mandatory subcategory is done by PWGSC.</p> <p>Directed Contracts (≤\$25,000)</p> <p>Supply Arrangements (from \$25,000 to \$400,000)</p> <p>Competitive Contracts (>\$400,000)</p>
Media Monitoring Services	<p>Departmental Individual Standing Offers (DISOs) and National Master Standing Offers (NMSOs) (≤\$200,000)</p> <p>Supply Arrangements (≤\$400,000)</p> <p>Directed Contracts:</p> <ul style="list-style-type: none"> - when competition is not possible due to copyright or intellectual property.
Expositions and Exhibit Services	Competitive Contracts (>\$25,000)
Events Management Services	<p>National Master Standing Offers (NMSOs) (≤\$25,000)</p> <p>Supply Arrangements (from \$25,000 to \$400,000)</p> <p>Competitive Contracts (> \$400,000)</p>

Sub-category	Method of Supply
Graphic Design and Exhibit Design Services	National Master Standing Offers (NMSOs) (\leq \$25,000) Supply Arrangements (from \$25,000 to \$400,000) Competitive Contracts ($>$ \$400,000)
Strategic Communication Services	Supply Arrangements (from \$25,000 to \$400,000) Competitive Contracts ($>$ \$400,000)

4 Summary of Analyses

The review brought to light the following issues:

1. There is a need to clarify the definitions of communication services.
2. PWGSC needs to standardize the processing of procurement transactions.
3. Procurement must be improved by:
 - standardizing the wording used in solicitation documents – examples include the number of work samples required, and imprecise wording to describe project-specific requirements.
 - simplifying evaluation methods – examples include eliminating evaluation criteria that are unnecessarily specific, or that overemphasize the qualifications required; and
 - developing evaluation criteria that emphasize quality over price, with contracts awarded to more dynamic and creative companies as a result.
4. There is a need to simplify the solicitation process by removing overly restrictive requirements and broadening access to bid opportunities.
5. There is a need to consult and communicate more often with stakeholders with respect to changes to procurement processes.

5 Action Plan

Public Works and Government Services Canada (PWGSC) will improve the procurement process for communication services further by:

- adapting the definition of communication services to better reflect industry trends and eliminate any overlap of services that exist across other categories;
- simplifying the writing in proposal requirements and solicitation documents;
- placing greater emphasis on the service aspect of the proposal, such as the creative approach and methodology;
- eliminating barriers in the procurement process that unnecessarily restrict the participation of qualified suppliers;
- incrementally incorporating appropriate and consistent environmental considerations; and
- improving communications with stakeholders through government department Procurement Advisory Committees and supplier-based working groups.

5.1 Review and Revise Communication Services Definitions

Strategic Direction

PWGSC will clarify inclusions and exclusions within the communication services subcategories. In addition, definitions will be updated to reflect developments in technology (e.g. social media), and to make specialization within each subcategory clear.

As procurement instruments are renewed, changes will be introduced to align the services on offer with updated category definitions as applicable, ensuring there are no duplications with other PWGSC procurement tools. In response to the advent and growth in importance of social media, future procurement instruments will include relevant services to ensure GC has multiple channels to reach Canadians. The PWGSC website³ and Communication Branch website⁴ provides information on social media tools and resources.

Context

PWGSC will continue to assess industry capabilities, as technology continues to evolve and have an impact on the communication services required by government departments. For example, social media is rapidly transforming the way people interact and this interaction is impacting the way that business is being done. The Government of Canada uses social media networks to interact and engage with internal and external audiences in an effort to share and promote useful information about a variety of programs and services, and to promptly address issues and/or questions.

Implementation Plan

PWGSC will implement as follows:

Activity	Timeframe
Clarify and update communication services definitions for all subcategories to align with current industry practices.	Year 1
Review services covered by other category groups within PWGSC to identify overlaps in other categories.	Year 1
As procurement instruments come up for renewal, align with the updated definitions as needed, while ensuring there are no duplications with other PWGSC procurement tools.	Starting in Year 1
Establish procurement instruments to provide new communication services according to the new category definitions as needed, e.g. social media design and implementation.	Starting in Year 1

³ PWGSC website: <http://www.tpsgc-pwgsc.gc.ca/comm/ms-sm/outils-tools-eng.html>

⁴ Communication Branch website (GC access only): <http://source.tpsgc-pwgsc.gc.ca/comm/sc-cs/ms-sm/ms-sm-eng.html>

5.2 Standardize Procurement Through Continued Development and Implementation of Self-Serve Procurement Instruments for Optional Services

Strategic Direction

Enable government departments to complete certain procurement transactions by implementing and promoting the use of PWGSC self-serve procurement instruments and electronic tools.

PWGSC will continue to improve support to government departments in the acquisition of communication services in order to meet operational requirements more effectively. This will be done by:

- standardizing and simplifying processes to procure communication services; and
- developing, implementing and promoting self-serve procurement instruments for optional services or non-mandatory subcategories, including Standing Offers (SOs) and Supply Arrangements (SAs).

Context

Because the contracting authority for the mandatory communication services subcategories are limited to PWGSC and cannot be delegated, use of the ePurchasing tools will not be applicable to all communication services subcategories. This is detailed in the *Communications Policy of the Government of Canada*⁵ and applies to Advertising Services, Public Opinion Research and Audio-Visual Production Services

The communication industry strongly encourages the adoption of Electronic Bid Submissions (eBidding) by the Government of Canada (GC). The Communication Procurement Directorate will adopt eBidding once the PWGSC Acquisitions Branch develops an ePurchasing Policy.

Implementation Plan

PWGSC will implement the recommendation as follows:

Activity	Timeframe
Continue to standardize and simplify procurement processes	ongoing

⁵ *Communication Policy of the Government of Canada* website: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12316>

5.3 Improve the Procurement Process

5.3.1 Standardize Methods of Supply

Strategic Direction

PWGSC will continue to use SOs and SAs as the main methods of supply for communication services, for both mandatory and non-mandatory subcategories. In an effort to standardize the methods of supply, PWGSC will introduce the following changes:

- standardize the terms and conditions used for SOs and SAs; and
- standardize the duration to two fixed years and two one-year options for SOs and SAs, with a notice sent before the options are invoked.

Future SAs, for the following non-mandatory subcategories, will allow suppliers who are not included in the SA the opportunity to qualify. This opportunity will be presented during the periods when the SAs are being renewed:

- Media Monitoring Services;
- Events Management Services;
- Graphic Design and Exhibit Design Services; and
- Strategic Communication Services.

Context

SOs and SAs for communication services are mature procurement vehicles that have a high degree of acceptance from both government departments and suppliers.

A longer duration reduces the administrative efforts for suppliers to compete. At the same time, government departments can study and use the procurement instruments effectively over a longer period. Feedback from industry and government departments indicates strong support for the use of multi-year SOs and SAs.

PWGSC works with industry and government departments on an ongoing basis to improve the process. The use of option periods gives contracting authorities the flexibility to address concerns raised by stakeholders during the initial year of an instrument's implementation, and to revisit any substantial changes in technology or process that might warrant an alternate procurement tool or approach.

SOs and SAs normally contain options for extending the term of the SO or SA for defined periods past the stated expiry date. These optional periods provide the

Government of Canada (GC) with the flexibility to either extend the SO or SA – or re-compete it – if feedback from industry or government departments indicates a need to do so.

Suppliers have identified “entry to market” as a potential barrier. New suppliers can only be considered for a SO when new solicitations are published; often, this occurs at the end of a given SO’s effective period.

5.3.2 Simplify Requirements

Strategic Direction

PWGSC will focus on simplifying proposal requirements by:

- introducing templates with simplified and standardized wording;
- encouraging precise descriptions of project-specific requirements; and
- where appropriate, reducing the requirement that “bundles” services or requires a “team”.

Context

Most GC communication services are provided by Small- and Medium-Sized Enterprises (SMEs). This reflects the composition of the communication service industry, which is dominated by SMEs.

Requirements specifying a team, or asking a supplier to demonstrate the ability to perform all of the services listed in a subcategory, is perceived as a barrier to SMEs.

5.3.3 Simplify Solicitations

Strategic Direction

PWGSC will focus on simplifying solicitations by:

- introducing templates with simplified and standardized wording;
- standardizing the wording used on individual summary pages in solicitation documents; and
- imposing page limits on proposal submissions.

Context

Most GC communication services are provided by Small- and Medium-Sized Enterprises (SMEs). This reflects the composition of the communication service industry, which is dominated by SMEs.

SMEs find the GC procurement process challenging; specifically, responding to solicitations can be labour-intensive. Suppliers have asked that solicitations be simplified, and that standardized templates be used.

5.3.3.1 Consistent Bid Evaluation and Supplier Selection Criteria

Strategic Direction

PWGSC will continue to eliminate the use of evaluation and selection criteria that restrict participation by qualified suppliers unnecessarily. The process has been – and will continue to be – simplified.

Bid Evaluation Criteria

PWGSC will revisit the bid evaluation criteria for each communication services subcategory, to ensure that evaluation methodologies are clear and not overly restrictive. This will be done by:

- reviewing how evaluation criteria are developed;
- explaining why specific evaluation methodologies are selected;
- linking criteria to the size and complexity of the requirements; and
- ensuring that the criteria relate to the requirements and are not unnecessarily specific.

Greater emphasis will be placed on the qualitative measurement of the solution presented within proposals by:

- allocating more weight to the evaluation of technical requirements over price; the ratio will be aligned with industry expectations, based on the degree of specialization required in each sub-category;
- allowing work samples to be part of the evaluation;
- eliminating requests for speculative creative samples; and
- adding flexibility to resource requirements to allow for innovation and adaptability to industry trends.

Supplier Selection Criteria

PWGSC will revisit the supplier selection criteria for communication services to facilitate access to the government marketplace by:

- accepting alternatives to (or substitutes for) education criteria (e.g. years of professional experience);
- accepting alternatives to (or substitutes for) government-based professional experience (e.g. private-sector experience);
- acknowledging the value of professional certifications;
- removing burdensome contractual conditions (e.g. requiring suppliers to have excessive insurance coverage);
- removing business volume criteria (e.g. minimum number of public-sector projects and minimum number of employees);
- allowing subcontracting;
- limiting the number of references required (e.g. accepting contact information for references in lieu of formal letters of reference); and
- limiting the number of work samples requested.

Context

Government departments and suppliers in the communication services industry have expressed concerns regarding the evaluation criteria applied to GC communication services opportunities.

Where appropriate, PWGSC has already implemented an evaluation strategy which places greater weight on the “creative” or “approach and methodology” aspects of a proposal, as opposed to costs.

In the current model being used for Audio-Visual Production Services, Events Management Services and Strategic Communications Services, approach and methodology are the most important evaluation factors. Moreover, the criteria and methodologies developed for the evaluation are not unnecessarily restrictive, thus ensuring new suppliers can readily qualify. A similar approach will be adopted at the next opportunity for other subcategories.

Implementation Plan

To improve the procurement process PWGSC will implement as follows:

Activity	Timeframe
Continue to develop and implement self-serve procurement instruments for optional services or non-mandatory subcategories, including SOs and SAs, if and when appropriate.	ongoing
Conduct a review of the approaches used to develop evaluation criteria.	Year 1
Clarify the evaluation criteria in solicitation documents, and facilitate broader understanding of the methodologies to be used.	Year 1
Implement the use of SOs and SAs as the main methods of supply.	Starting in Year 1
Specify a duration period of two fixed years and two one-year options in new SOs and SAs	Starting immediately
Include a statement explaining the reasoning behind the chosen evaluation approach in future solicitation documents, where appropriate.	Year 1
For sub categories other than Audio-Visual Production Services, Events Management Services and, Strategic Communications Services, adopt a similar approach to evaluation criteria (which places greater weight on the approach and methodology over price) as the need arises for new procurement instruments.	Year 1
Continue to engage suppliers and government departments to gather information.	ongoing
Identify and eliminate barriers in the selection and evaluation process that restrict the participation of qualified suppliers unnecessarily.	Starting in Year 1

5.4 Incorporate Environmental Criteria

Strategic Direction

PWGSC will continue to explore all applicable environmental considerations and standards, and will include them in the evaluation of all goods and services.

PWGSC will introduce appropriate and consistent environmental considerations into solicitation and contract documents over a five-year period. This will give government departments and the supplier community time to adjust to changing requirements, and work with PWGSC to define capabilities more adequately.

PWGSC will continue to support emerging environmental technologies, and will demonstrate environmental leadership by encouraging suppliers and government departments to use environmentally preferable goods, service and process. At the same time, it will continue to strive for an optimal balance between departmental requirements, supplier capabilities and value to Canadians.

Context

The National Procurement Strategy aims to raise awareness of environmental issues among suppliers, and demonstrate that the federal government is meeting its *Policy on Green Procurement*. For details, see <http://tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>

By developing and incorporating appropriate and consistent environmental considerations in communication services solicitations and contract documents, PWGSC will provide government departments with effective procurement instruments they can use to meet their requirements under the Policy on Green Procurement, and their targets under the Federal Sustainable Development Strategy (FSDS).

For a list of current green considerations and related information that will be incorporated into communication services solicitations and contracts, visit the PWGSC Green Goods and Services website at <http://www.tpsgc-pwgsc.gc.ca/app-acq/ae-gp/paer-cgpp-eng.html> The green scorecards illustrate the progression of evaluation criteria and initiatives, moving from potential, through optional, to mandatory over time.

Implementation Plan

PWGSC will implement as follows:

Activity	Timeframe
Incorporate appropriate and consistent environmental considerations in solicitation documents on an incremental basis and seek to identify benefits.	ongoing
Develop and update Green Procurement Plans for each subcategory.	ongoing
Expand the environmental evaluation criteria for each subcategory over time, as appropriate.	ongoing
Work with industry to define environmental capabilities more adequately.	Starting Year 1
Support emerging environmental technologies, and demonstrate environmental leadership by encouraging suppliers and government departments to use environmentally preferable goods, service and processes through point-rated environmental criteria in the solicitations.	Year 4

5.5 Improve Education and Communication

Strategic Direction

PWGSC will launch and coordinate client-based Communication Services Procurement Advisory Committees for each subcategory, as warranted. This will include training on the procurement process and available evaluation methodologies. Communication professionals from government departments will be invited to participate.

To increase communications with suppliers, keep pace with industry trends, and better educate suppliers on the procurement process, PWGSC will launch and coordinate communication services supplier working groups for each subcategory, as warranted. Communication services suppliers and/or representatives of supplier associations will be invited to participate.

Context

PWGSC recognizes that regular communication mechanisms are needed in order to promote ongoing information gathering and sharing.

Implementation Plan

PWGSC will implement as follows:

Activity	Timeframe
Create and coordinate Communication Services Procurement Advisory Committees (by subcategory).	Starting Year 1
Create and coordinate communication services supplier working groups (by subcategory).	Starting Year 1
Share action plans outlining the direction planned for procurement of communication services, including new trends, with government departments and industry.	Annually starting Year 1

6 Next Steps

The National Procurement Strategy will be posted on MERX™

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