

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:
Bid Receiving - PWGSC / Réception des soumissions -
TPSGC
11 Laurier Street / 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
Procurement Strategies Division / Division des
stratégies d'acquisition
11 Laurier St. / 11, rue Laurier
Place du Portage, 11C1
Phase III, Tower C
Gatineau
Quebec
K1A 0S5

Title - Sujet TSPS - Solutions Based SA	
Solicitation No. - N° de l'invitation E60ZN-13TSSB/A	Amendment No. - N° modif. 004
Client Reference No. - N° de référence du client E60ZN-13TSSB	Date 2013-03-13
GETS Reference No. - N° de référence de SEAG PW-\$\$ZN-017-25482	
File No. - N° de dossier 017zn.E60ZN-13TSSB	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2013-03-19	
Time Zone Fuseau horaire Eastern Daylight Saving Time EDT	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Kingan, Sherrie	Buyer Id - Id de l'acheteur 017zn
Telephone No. - N° de téléphone (819) 956-1673 ()	FAX No. - N° de FAX (819) 997-2229
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

Instructions: Voir aux présentes

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

This Amendment 004 is raised to modify the draft solicitation, based on the comments received from industry and stakeholders. The following is a summary of the modifications:

1. Under Annex A, Requirements for Services:

a) The following required service has been added to Stream 5:

“Sign-off (stamp) for final approval of technical documentation”

b) The following list of required services have been moved from Stream 2 to Stream 5:

- Conducting engineering studies and analysis to provide technical solutions to stated technical/logistic or operational requirements/problems including preparation of Engineering Changes (ECs);
- Defining standards and criteria related to equipment or systems maintenance;
- Preparing, modifying or updating specifications and drawings;
- Converting specifications and drawings to current standards or electronic formats;
- Preparing, modifying or updating Technical Instructions and Orders;
- Evaluating existing systems;
- Performing configuration management;
- Performing analysis of maintenance, repair and overhaul data;
- Investigating Unsatisfactory Condition Reports (UCRs) and Technical Failure Reports (TFRs);
- Preparing technical statements of requirement, draft specifications and purchase descriptions;
- Preparing data for initial provisioning and repair parts scaling;
- Reviewing the design, development, manufacture, installation and testing of prototype modifications;
- Preparing repair procedures, maintenance schedules and technical data;
- Preparing life-cycle cost estimates;
- Preparing support cost option analysis for systems and equipment;
- Planning, developing, implementing and administering a data management system;
- Performing independent verification and validation services for equipment engineering projects;
- Providing studies and recommendations on application software development standards, methodologies and tools appropriate for the development and maintenance of related software systems;
- Reviewing Repairable Arising Control sheets (RAC) for technical content and making recommendations;
- Reviewing and updating material/equipment specifications; and
- Reviewing disposal certificates, making appropriate recommendations, updating maintenance handbooks, parts list and operating manuals.

DELETE Annex A: Request for Supply Arrangements (RFSA) - draft in its entirety, and
INSERT the attached Annex A: Request for Supply Arrangements (RFSA) - draft.

ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED

**REQUEST FOR SUPPLY ARRANGEMENT (RFSA)
FOR
SOLUTIONS BASED PROFESSIONAL SERVICES
UNDER THE
TASKS AND SOLUTION PROFESSIONAL SERVICES (TSPS)**

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SECTION A

PART 1 - GENERAL INFORMATION

1. Introduction

This solicitation has two components: a Request for Supply Arrangements (RFSA) and a Supply Arrangement and Resulting Contract Clauses.

COMPONENT I: REQUEST FOR SUPPLY ARRANGEMENT

- (i) Part 1, General Information: provides a general description of the requirement;
- (ii) Part 2, Supplier Instructions: provides the instructions applicable to the clauses and conditions of the RFSA;
- (iii) Part 3, Arrangement Preparation Instructions: provides suppliers with instructions on how to prepare the arrangement to address the evaluation criteria specified;
- (iv) Part 4, Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria which must be addressed in the arrangement, the security requirement, if applicable, and the basis of selection;;
- (v) Part 5, Certifications: includes the certifications to be provided

The Attachments to Component I include:

- Attachment A: Supplier Profile/Centralized Professional Services System (CPSS) Supplier Module – Enrollment
- Attachment B: Supply Arrangement Technical Evaluation Criteria
- Attachment C: Certifications/CPSS Supplier Module – Data Collection Component (DCC): Certifications
- Attachment D: Technical Response Template/ CPSS Supplier Module – DCC

COMPONENT II : SUPPLY ARRANGEMENT AND RESULTING CONTRACT CLAUSES

Part 6: The Supply Arrangement is divided into three parts, plus annexes, as follows:

- Part 6A, Supply Arrangement, includes the Supply Arrangement (SA) with the applicable clauses and conditions;
- Part 6B, Bid Solicitation: includes the instructions for the bid solicitation process within the scope of the SA,;
- Part 6C, Resulting Contract Clauses: includes general information for the conditions, which will apply to any contract entered into pursuant to the SA.

The Annexes to Component II include:

- Annex A - Requirement for Services,
- Annex B -TSPS Generic Security Requirements Check Lists (SRCLs),
- Annex C – Quarterly Usage Report Sample
- Annex D – Client Satisfaction Form
- Annex E – Insurance Requirements.

2. Summary

- 2.1 This solicitation is a Request for Supply Arrangements (RFSA) to satisfy Canada's requirement for the provision of Solutions Based Professional Services to locations throughout Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.

All suppliers capable of meeting the requirements of this (RFSA) are invited to submit an arrangement for the Services in a Supply Arrangement.

2.2 Existing SA Holders

This document also invites Existing SA Holders to submit arrangements to enable them to qualify for those Regions, Metropolitan Areas and Streams for which they currently do not have a SA.

Existing SA Holders are not required to re-qualify for any Streams for which they already have a SA although they must otherwise comply with the requirements of the renewal solicitation.

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

2.3 Streams

The TSPS Solutions Based Supply Arrangement includes the following Streams:

- Stream 1: Human Resource Services;
- Stream 2: Business Services / Change Management Services; and
- Stream 3: Project Management Services.
- Stream 4: Real Property Project Management Services.
- Stream 5: Technical Engineering and Maintenance Services (TEMS)

All five (5) Streams will be structured according to the following Tiers:

Tier 1: Requirements up to and including \$2 million (GST/HST included);

Tier 2: Requirements greater than \$2 million (GST/HST included).

SA's resulting from this RFSA will not be used for staffing or for Temporary Help Services (THS) requirements.

2.4 The Period of the Supply Arrangements

The Supply Arrangements will remain valid for a period of 18 months or until such time as Canada no longer considers them to be advantageous to use them. The period for awarding contracts under the Supply Arrangement begins on the start date of the Supply Arrangement.

2.5 Identified Users

Any resulting instruments may be used by any government department or Crown Corporation as described in the *Financial Administration Act* (as amended from time to time) or any other party for which the Department of Public Works and Government Services may be authorized to act

from time to time under section 16 of the Department of Public Works and Government Services Act (each "Identified User").

2.6 Request for Supply Arrangement (RFSA)

It is intended that this RFSA follow the guidelines set out by PWGSC's Professional Services National Procurement Strategy; however those guidelines are not incorporated into this document. The RFSA documents contain all the requirements relating to this RFSA. Any other information or documentation provided to or obtained by a Supplier from any source is not relevant.

In as much as possible, PWGSC will issue a RFSA intended to replace the Supply Arrangements for the Services on an annual basis, although PWGSC reserves the right to choose to proceed with a different procurement vehicle for the requirement if it considers such action appropriate. Each such re-competition (a "renewal RFSA") requires all Suppliers, including those who may have received a Supply Arrangement under the previous RFSA, to submit an arrangement in response to the renewal RFSA in order to continue to provide services under its resulting Supply Arrangements. The terms and conditions of each renewal RFSA may add, modify or remove Streams, and may otherwise modify the requirements of the previous RFSA. As such, each renewal RFSA stands alone, separate and apart from any previous bid solicitation. While some aspects of a Supplier's arrangement may incorporate by reference information already in the possession of Canada, all the requirements of a renewal RFSA must be met by each Supplier by the renewal RFSA closing date.

Suppliers may submit an arrangement for a Supply Arrangement at any time by responding to the most recent refresh terms and conditions posted on GETS.

Canada may issue supply arrangements to suppliers who qualify throughout the entire period of the Supply Arrangement. Evaluations of such arrangements will be processed on a quarterly basis, with targeted schedules identifying the closing dates for each quarterly evaluation cycle.

Refer to Component II, Part 4.2 for more information on the Supply Arrangement refresh schedule.

2.7 Trade Agreements

The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO_AGP), the North American Free Trade Agreement (NAFTA), the Agreement on Internal Trade (AIT), the Canada – Chile Free Trade Agreement (CCFTA), the Canada – Peru Free Trade Agreement (CPFTA), the Canada – Colombia Free Trade Agreement (CColFTA), and the Canada – Panama Free Trade Agreement (CPanFTA), if it is in force.

2.8 Designation as Set-Aside

Part of this procurement may be designated by one or more Identified Users as set-aside under the federal government's Procurement Strategy for Aboriginal Business (PSAB). In these specific cases, (i) the procurement is set aside from the international trade agreements under the provision each has for set-asides for small and minority businesses, and (ii) as per Article 1802 of the AIT, the AIT does not apply.

In order to be considered as an Aboriginal Business under the PSAB, the Supplier must complete the Aboriginal Business certification contained in the Data Collection Component of the CPSS.

2.9 Comprehensive Land Claim Agreements

The resulting Supply Arrangements are not to be used for deliveries within a Comprehensive Land Claims Settlement Area (CLCSA). All requirements for delivery within a CLCSA are to be submitted to the Department of Public Works and Government Services for individual processing.

3. Security Requirement

There is a security requirement associated with the requirement of the Supply Arrangement. For additional information, see Part 4 - Evaluation Procedures and Basis of Selection, and Part 6 A- Supply Arrangement and Resulting Contract Clauses.

4. Debriefings

After issuance of a supply arrangement, suppliers may request a debriefing on the results of the request for supply arrangements process. Suppliers should make the request to the Supply Arrangement Authority within 15 working days of receipt of the results of the request for supply arrangements process. The debriefings may be in writing, by telephone or in person.

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

5. Key Terms

5.1 SOLUTIONS BASE PROFESSIONAL SERVICES: are services that are not related to a particular activity or initiative; they are requirements where Identified Users require options how to resolve a business problem.

5.2 NEW SUPPLIER refers to a Supplier that was not issued a SA under TSPS solicitation E60ZN-090003/A, E60ZN-090003/B and/or E60ZN-090003/C.

5.3 EXISTING OR CURRENT SA SOLUTIONS HOLDER refers to a Supplier that was issued a SA under TSPS solicitation E60ZN-090003/A or E60ZN-090003/B or E60ZN-090003/C.

5.4 Centralized Professional Services System or CPSS: web-based system created as part of PWGSC's Professional Services National Procurement Strategy to support a single portal for professional services. It contains information on methods of supply, which will include TSPS, and reflects standardized business rules. CPSS is comprised of a **Supplier Module**, a **Client Module** and a **Maintenance Module**. The Client Module is used by Government of Canada personnel to process procurement functions. The Maintenance Module is used to administer CPSS and the methods of supply it contains. The Supplier Module allows a supplier through a Main Supplier Contact (as defined below) to:

- (i) create and manage **Contacts** (Contacts are supplier personnel who, using credentials received in response to actions by the Main Supplier Contact are able to input data for the supplier into the Data Collection Component, and view data displayed in the Client Module for use by Government of Canada personnel);
- (ii) input and submit data as part of a solicitation process;
- (iii) track the progress/status of data input against bid solicitation(s) and retrieve the data for use in other solicitations;
- (iv) modify an arrangement as permitted by a solicitation's terms; and
- (v) view information pertaining to that supplier and edit certain elements of that supplier's profile.

5.5 Data Collection Component or DCC: a part of the CPSS Supplier Module that replaces the concept of "Response Templates" that have been used in other professional services

solicitations for TSPS. The DCC will display information on methods of supply in a “dashboard” format, providing both information that has been submitted by a supplier and information on upcoming and closed solicitations for professional services.

Each supplier must enroll and identify a **Main Supplier Contact** or **MSC**. The MSC will receive credentials that enable the MSC to access the Supplier Module, as defined in Article 5.4 above. Enrollment is conducted on-line and can be initiated by a supplier at any time, with a typical response time of minutes to receive credentials, where all the necessary information is received by Canada. Instructions for enrollment in the CPSS Supplier Module and other support on the use of the DCC are available at:

<http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/spc-cps-eng.html>

When participating in any solicitation process that involves the use of the DCC, suppliers are responsible for the input of accurate data. Suppliers must also safeguard the credentials released to the MSC and supplier's Contacts that enable access to the Supplier Module. Canada will not delay or cancel any solicitation or Call-up process due to a supplier's inability to access, modify or validate such credentials, or because of any claim that such credentials were used without proper authorization.

While suppliers normally have the option to submit their tender to Canada in writing directly, by mail or by other means, due to the unique nature of this solicitation, certain aspects of a Supplier's arrangement must be submitted only by electronic transmission, (see Part 3 - Bid Preparation Instructions).

Therefore, in order to respond to this RFSA, a supplier must enroll in the CPSS Supplier Module and input data in the DCC, as described above. Should a supplier have questions or concerns regarding enrollment or any other aspect of the electronic transmission of data through the DCC, the supplier is encouraged to submit these questions or concerns as early as possible in the bid solicitation period, in accordance with the Article titled “Enquiries - Request for Supply Arrangements”.

PART 2 - SUPPLIER INSTRUCTIONS

1. Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the Request for Supply Arrangements (RFSA) by number, date and title are set out in the [Standard Acquisition Clauses and Conditions](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Suppliers who submit an arrangement agree to be bound by the instructions, clauses and conditions of the RFSA and accept the clauses and conditions of the Supply Arrangement and resulting contract(s).

1.1 Standard Instructions

The 2008 (2012-11-19) Standard Instructions - Request for Supply Arrangements - Goods or Services, are incorporated by reference into and form part of the RFSA..

Subsection 5.4 of 2008, Standard Instructions - Request for Supply Arrangements - Goods or Services, is amended as follows:

Delete: sixty (60) days
Insert: two hundred and twenty (220) days

1.2 SAAC Manual Clauses

S0030T (2011-05-16) Financial Viability

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

1.3 Bid Participation

A Supplier's arrangement must contain its response to all the requirements of this RFSA. The arrangement may include some or all Tiers, Regions, or Streams; however, a Supplier may not submit a second arrangement for the same Tier, Region, or Streams.

One legal entity may participate in the submission of:

- (i) one arrangement from the legal entity alone, or
- (ii) one arrangement from the legal entity and arrangement submitted in a joint venture, or
- (iii) two arrangements submitted in joint venture.

More than two arrangements generated from the same legal entity is not permitted in response to this solicitation. If a legal entity participates in more than two arrangements, Canada will choose in its discretion which two arrangements to consider. If a legal entity chooses to participate in two arrangements, each arrangement must be a physically separate document, clearly marked as a separate arrangement. Each arrangement will be evaluated independently without regard to other arrangements submitted and, therefore, every arrangement submitted must be complete.

1.4 Set-aside for Aboriginal Business

1.4.1 This procurement in whole or in part, may be set aside by one or more Identified Users as set aside for Aboriginal business under the federal government's Set-aside Program for Aboriginal Business. In order to be considered as an Aboriginal Business, Suppliers must complete and sign the certification entitled "Set-Aside for Aboriginal Business" –at Part 5 - Certifications.

2. By executing the certification, the Supplier warrants that it is an Aboriginal business as defined in the Set-aside Program for Aboriginal Business.

2. Submission of Arrangements

While Suppliers normally have the option to submit their arrangement to Canada in writing directly, by mail, or by other means, due to the unique nature of this solicitation, arrangements must be submitted only in the following manner:

- (i) physically to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated on page one of the bid solicitation for the elements of the arrangement that must or may be submitted in Print; and
- (ii) electronically through the Data Collection Component of CPSS by the date and time as indicated on page one of the RFSA for the arrangement elements that must or may be submitted by electronic transmission.

Refer to the "Arrangement Submission Grid" in Part 3 for detailed bid submission information.

3. Enquiries - Request for Supply Arrangements

All enquiries must be submitted in writing to the Supply Arrangement Authority no later than fifteen (15) calendar days before the RFSA closing date. Enquiries received after that may not be answered.

Suppliers should reference as accurately as possible the numbered item of the RFSA to which the enquiry relates. Care should be taken by suppliers to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that suppliers do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all suppliers. Enquiries not submitted in a form that can be distributed to all suppliers may not be answered by Canada.

4. Applicable Laws

The Supply Arrangement (SA) and any contract awarded under the SA must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

Suppliers may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of the arrangement, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the suppliers.

PART 3 - ARRANGEMENT PREPARATION INSTRUCTIONS

1. Arrangement Preparation Instructions

Canada requires that suppliers provide their bid in hard copy and as electronic submission as identified in the Bid Submission Grid below.

Section I

Technical Arrangement: To the PWGSC Bid Receiving Unit, one Print copy of the Technical Arrangement as detailed in Attachment B, except where identified in the Arrangement Submission Grid (below) as being required to be submitted through the Data Collection Component (DCC) of the Supplier's Module of the CPSS.

Section II

Certifications: For the Certifications as detailed in Component I, Part 5 and Attachment C, a Print copy of the Certification or submission through the DCC, as specified in the Arrangement Submission Grid (below).

Where information is required to be submitted in both Print copy and via the DCC, if there is a discrepancy between the information received via the Data Collection Component and the Print (hard) copy, the Print copy will take precedence.

1.1 Format Instructions

Canada requests that suppliers follow the format instructions described below in the preparation of the arrangement.

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to that of the Request for Supply Arrangements.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process [Policy on Green Procurement](http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>).

To assist Canada in reaching its objectives, suppliers should:

- 1) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and
- 2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

1.2 Data Collection Component of the Supplier's Module of the CPSS

Suppliers must submit their technical bids and certifications, as specified in this Part 3, through the Data Collection Component of the Supplier's Module of CPSS.

Prospective bidders may enroll in CPSS at anytime. Steps 3 to 5 below may only be completed once the official RFSA/SA has been advertised on MERX (estimated to be March 2013).

To access the Data Collection Component:

1. Access the following CPSS link: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/spc-cps-eng.html>
2. Enroll or login to the system. Suppliers must contact CPSS directly for enrollment questions or assistance.
3. Access this solicitation's Data Collection Component through the "Dashboard"
4. Enter all the required data into the Data Collection Component
5. Print the required parts of the Data Collection Component and submit with the hard copy of the bid by the closing date, time, and location indicated on page one (1) of this solicitation. The Data Collection Component allows suppliers to re-submit the electronic copy of the bid, replacing that supplier's previous electronic copy of the bid up until the closing date and time of this bid solicitation.

1.3 Arrangement Submission grid

The purpose of the following grid is to assist Suppliers with their arrangement preparation and arrangement submission. As the status and circumstances of each Supplier is unique, it is the responsibility of each Supplier to read all documents related to this RFSA, and to ensure that all mandatory criteria, Certifications, and elements required for arrangement validity are met in their arrangement submission. Where in the Arrangement Submission Grid the symbol "&" is used, it means that the Supplier must submit the information requested through both methods.

The following terms are used below:

TEMS: refers to all Streams of the TEMS SA, excluding the Telecommunications Stream.

DCC: indicates that the Supplier must input information, as applicable, into the "Data Collection Component: Suppliers' Module of CPSS".

Print: Indicates that Supplier must print and sign the certification and submit it with the hard copy of the arrangement to the Bid Receiving Unit by the submission due date.

ADD: Indicates that additional documentation is required to be submitted with the hard copy of the arrangement to the Bid Receiving Unit by the submission due date.

ARRANGEMENT SUBMISSION GRID

Column A	Column B	Column C	Column D	Column E	Column F	Column G
	New TSPS Supplier (Supplier is not a current SA Solutions Holder)	Existing SA Solutions Holder: The Supplier is <u>NOT</u> changing the Technical arrangement already on file from the previous SA Solutions Solicitation	Existing SA Solutions Holder: The Supplier <u>IS</u> applying for additional Tier(s) and/or, Stream(s), or is otherwise modifying their Technical Offer already on file from the previous SA Solutions Solicitation	TEMS Holders (The Supplier is <u>NOT</u> a current SA Solutions Holder) The Supplier is <u>NOT</u> applying for additional Tier(s) and/or Stream(s), etc.	Current SA Solutions Holder who is also a TEMS Holder: The Supplier is <u>NOT</u> applying for additional Tier(s) and/or Stream(s), etc.	Current SA Solutions Holder who is also a TEMS Holder: The Supplier <u>IS</u> applying for Tier(s) and/or, Stream(s), or is otherwise modifying their Technical Offer already on file from the previous TSPS Solutions Solicitation
Section I Technical Arrangement						
Region and metropolitan area selection	DCC	DCC	DCC	DCC	DCC	DCC
Mandatory M.1 all Streams	DCC & ADD	Grandfather Cert.	Grandfather Cert.	DCC	Grandfather Cert.	Grandfather Cert.
Mandatory M.2 all Streams	DCC & ADD	Grandfather Cert. & DCC	Grandfather Cert. & DCC & ADD	DCC	Grandfather Cert. & DCC	DCC & ADD & Grandfather Cert.
Mandatory M.3 All Streams	DCC & ADD	Grandfather Cert. & DCC	Grandfather Cert. & DCC & ADD	DCC	Grandfather Cert. & DCC	DCC & ADD & Grandfather Cert.
TEMS migration process applies	No	No	No	Yes	Yes	Yes
Section II Certifications						
Supplier's Statement	DCC & Print (Attachment E)	DCC & Print (Attachment E)	DCC & Print (Attachment E)	DCC & Print (Attachment E)	DCC & Print (Attachment E)	DCC & Print (Attachment E)
Grandfather Certification	N/A	DCC & Print (Attachment E)	DCC & Print (Attachment E)	N/A	DCC & Print (Attachment E)	DCC & Print (Attachment E)
FCP EE Certification	DCC	Grandfather Cert.	Grandfather Cert. or DCC	DCC	Grandfather Cert.	Grandfather Cert. or DCC
Work Force Reduction Program Certification	DCC	Grandfather Cert.	Grandfather Cert. or DCC	DCC	Grandfather Cert.	Grandfather Cert. or DCC
Former Public Servant Certification	DCC	Grandfather Cert.	Grandfather Cert. or DCC	DCC	Grandfather Cert.	Grandfather Cert. or DCC
Aboriginal Business Certification	DCC	Grandfather Cert.	Grandfather Cert. or DCC	DCC	Grandfather Cert.	Grandfather Cert. or DCC
Code of Conduct Certification	DCC	DCC	DCC	DCC	DCC	DCC

1.4 Section I: Technical Arrangement

Suppliers must identify in their arrangement the Stream(s), Regions, Metropolitan area(s) and Tier(s) for which they wish to be considered.

In the technical arrangement, suppliers should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work. The technical arrangement should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the arrangement will be evaluated. Simply repeating the statement contained in the RFSA is not sufficient. In order to facilitate the evaluation of the arrangement Canada requests that Suppliers address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Suppliers may refer to different sections of their arrangement by identifying the specific paragraph and page number where the subject topic has already been addressed.

This RFSA will issue arrangements based upon an evaluation that does not assess the personnel that may be provided by the Supplier after the issuance of a Supply Arrangement. As it does not require the submission of individual resources, resumes are not requested and should not be submitted with a Supplier's arrangement.

1.5 Section II: Certifications

Suppliers should submit the certifications required under Part 5.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

- (a) Arrangements will be assessed in accordance with the entire requirement of the Request for Supply Arrangements including the technical criteria. There are several steps in the evaluation methodology, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Supplier has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.
- (b) An evaluation team composed of representatives of Canada will evaluate the arrangements. Canada may hire any independent consultant or any Government resources, which it deems necessary to evaluate any Arrangement. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- (c) If Canada seeks clarification or verification from the Supplier about its arrangement, the Supplier will have two working days (or a longer period if specified in writing by the Supply Arrangement Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the arrangement or a part thereof being declared non-responsive, unless the Supply Arrangement Authority grants an extension in his or her sole discretion.
- (d) As a result of PWGSC's Professional Services National Procurement Strategy, the TEMS SA (excluding Telecommunications Stream) scheduled to be sunset once the evaluations of this renewal RFSA have been completed. Information concerning this migration is specified in Attachment B of this RFSA.

1.1. Technical Evaluation

The technical evaluation criteria for the provision of the Services under the Supply Arrangement are included in Attachment B Supply Arrangement Technical Evaluation Criteria.

2. Basis of Selection

All elements of the RFSA that are mandatory requirements are identified specifically with the words "must" or "mandatory". Arrangements that do not comply with each and every mandatory requirement applicable to the arrangement will be considered non-responsive. The evaluation steps are as follows:

(a) Step 1 - Arrangement verification:

PWGSC will verify that an Arrangement includes all applicable certifications and other documentation requested under the solicitation and that such information is complete. Each Arrangement will be reviewed to determine if it meets the mandatory requirements of Attachment B - Supply Arrangement Technical Evaluation Criteria

An arrangement must comply with the requirements of the RFSA and meet all mandatory requirements of Attachment B to be declared responsive to the requirement for a Supply Arrangement. Arrangements that do not meet the mandatory requirements will be considered non-responsive and will be given no further consideration. Suppliers who meet the Mandatory Criteria of Tier 2 will be considered to have met the Mandatory Criteria of Tier 1 if they have indicated in the DCC whether they wish to provide for both tiers.

(b) Step 2 – Supplier Selection and issuance of Supply Arrangements:

The Supplier Selection will be conducted per Tier, region, metropolitan area and Stream.

Each technically responsive arrangement will be recommended for the issuance of a Supply Arrangement on the terms stated in Component II.

Where an Aboriginal Supplier qualifies for both an Aboriginal and Non-Aboriginal Supply Arrangement, only one Supply Arrangement will be awarded.

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

3. Security Requirement

- 3.1 Before issuance of a supply arrangement, the Supplier must hold a valid organization security clearance as indicated in Part 6A - Supply Arrangement;
- 3.2 Canada will not delay the issuance of any supply arrangement to allow suppliers to obtain the required clearance. However, should a Supplier receive its required clearance while all other requirements of the RFSA have been met and its arrangement is still valid, Canada will consider awarding a Supply Arrangement to that Supplier.
- 3.3 Suppliers who have not yet received their Designated Organizational Screening (DOS) clearance from Canadian Industrial Security Directorate (CISD) by the date that the Supply Arrangement Authority has issued any Supply Arrangement as a result of this RFSA will be assigned a specific time period for obtaining their security clearance. If the Supplier has not received its Security clearance by the end of this period, their arrangement will be deemed non-compliant..
- 3.4 Suppliers may request that the Supply Arrangement Authority consider security sponsorship of their candidacy to upgrade it to the next security level that is above the Supplier's current security level or to seek initial DOS clearance. Such sponsorship is only available for one level of upgrade at a time. This request may be made at any time before or after RFSA closing by sending the request via email to the attention of the Supply Arrangement Authority.
- 3.5 For additional information on security requirements, suppliers should consult the "[Security Requirements for PWGSC Bid Solicitation - Instructions for Bidders](http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html)" (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) document on the "Departmental Standard Procurement Documents" Website.
- 3.6 Joint Venture (JV):
Each member of a JV Supplier must satisfy the requirements described in the resulting SA Article entitled "Security Requirement". For any given Contract, the highest level of corporate security attainable by such a JV Supplier through Canadian Industrial Security Directorate (CISD) of PWGSC is the lowest level held by any single member of the JV at the time of issuance relating to that particular Contract. For example, a JV with 5 members is comprised of 4 members holding a valid Facility Security Clearance (FSC) at the Secret level and 1 member holding a valid Designated Organizational Screening (DOS) level. The highest corporate security level for which the JV would be considered under this SA framework would be DOS until such time as the member holding a valid DOS clearance has requested sponsorship via the SA Authority and obtained a valid FSC at the Secret level, as issued by CISD.

PART 5 - CERTIFICATIONS

Suppliers must provide the required certifications to be issued a supply arrangement (SA). Canada will declare an arrangement non-responsive if the required certifications are not completed and submitted as requested.

Compliance with the certifications suppliers provide to Canada is subject to verification by Canada during the arrangement evaluation period (before issuance of a SA) and after issuance of a SA. The Supply Arrangement Authority will have the right to ask for additional information to verify suppliers' compliance with the certifications before issuance of a SA. The arrangement will be declared non-responsive if any certification made by the Supplier is untrue, whether made knowingly or unknowingly. Failure to comply with the certifications or to comply with the request of the Supply Arrangement Authority for additional information will also render the arrangement non-responsive.

Joint Venture (JV) Arrangements:

Except where expressly provided otherwise, any certifications required to be made by the Supplier must be made by the lead member on behalf of the JV.

1. Certifications to be submitted with the hard copy of the Arrangement:

The following certifications must be signed and submitted with the hard copy of the arrangement to the Bid Receiving Unit by the date, time, and location indicated on page one of this solicitation.

- (i) the Grandfather Certification (existing SO/SA Holders only) - see Attachment C of this RFSA; and
- (ii) the Supplier's Statement (All suppliers) - see Attachment C of this RFSA.

2. Certifications Required Precedent to Issuance of a Supply Arrangement

The following certifications should be provided through the Data Collection Component, but may be submitted afterwards either electronically or in hard copy. If any of these required certifications is not completed and submitted as requested, the Standing Offer or Supply Arrangement Authority will so inform the Supplier and provide the Supplier with a time frame within which to meet the requirement. Failure to comply with the request of the Standing Offer or Supply Arrangement Authority and meet the requirements within that time period will render the arrangement non-responsive.

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

2.1 Code of Conduct and Certifications - Related documentation

By submitting an arrangement, the Supplier certifies, for himself and his affiliates, to be in compliance with the Code of Conduct and Certifications clause of the Standard instructions. The related documentation hereinafter mentioned will help Canada in confirming that the certifications are true. By submitting an arrangement, the Supplier certifies that it is aware, and that its affiliates are aware, that Canada may request additional information, certifications, consent forms and other evidentiary elements proving identity or eligibility. Canada may also verify the information provided by the Supplier, including the information relating to the acts or convictions specified herein, through independent research, use of any government resources or by contacting third parties. Canada will declare non-responsive any arrangement in respect of which the information requested is missing or inaccurate, or in respect of which the information contained in the certifications is found to be untrue, in any respect, by Canada. The Supplier and any of the

Supplier's affiliates, will also be required to remain free and clear of any acts or convictions specified herein during the entire period of the Supply Arrangement and any resulting contracts arising from the SA.

Suppliers who are incorporated, including those submitting arrangements as a joint venture, must provide with their arrangement or promptly thereafter a complete list of names of all individuals who are currently directors of the Supplier. Suppliers submitting arrangements as sole proprietorship, including those submitting arrangements as a joint venture, must provide the name of the owner with their arrangement or promptly thereafter. Suppliers submitting arrangements as societies, firms, partnerships or associations of persons do not need to provide lists of names. If the required names have not been received by the time the evaluation of arrangements is completed, Canada will inform the Supplier of a time frame within which to provide the information. Failure to comply will render the arrangement non-responsive. Providing the required names is a mandatory requirement for issuance of a Supply Arrangement and any resulting contract.

Canada may, at any time, request that a Supplier provide properly completed and Signed Consent Forms ([Consent to a Criminal Record Verification](http://www.tpsgc-pwgsc.gc.ca/app-acq/forms/formulaires-forms-eng.html) form- PWGSC-TPSGC 229) (<http://www.tpsgc-pwgsc.gc.ca/app-acq/forms/formulaires-forms-eng.html>) for any or all individuals aforementioned within the time specified. Failure to provide such Consent Forms within the time period provided will result in the arrangement being declared non-responsive.

2.2 Federal Contractors Program - \$200,000 or more

- 2.2.1. The Federal Contractors Program (FCP) requires that some suppliers, including a supplier who is a member of a joint venture, bidding for federal government contracts, valued at \$200,000 or more (including all applicable taxes), make a formal commitment to implement employment equity. This is a condition precedent to the issuance of a supply arrangement or Standing Offer. If the Supplier, or, if the Supplier is a joint venture and if any member of the joint venture, is subject to the FCP, evidence of its commitment must be provided before the issuance of a supply arrangement or Standing Offer.

Suppliers who have been declared ineligible contractors by Human Resources and Skills Development Canada (HRSDC) are no longer eligible to receive government contracts over the threshold for solicitation of bids as set out in the *Government Contracts Regulations*. Suppliers may be declared ineligible contractors either as a result of a finding of non-compliance by HRSDC, or following their voluntary withdrawal from the FCP for a reason other than the reduction of their workforce to less than 100 employees. Any arrangements or offers from ineligible contractors, including an arrangement or offer from a joint venture that has a member who is an ineligible contractor, will be declared non-responsive.

- 2.2.2 If the Supplier does not fall within the exceptions enumerated in 3. (a) or (b) below, or does not have a valid certificate number confirming its adherence to the FCP, the Supplier must fax (819-953-8768) a copy of the signed form [LAB 1168](#), Certificate of Commitment to Implement Employment Equity, to the Labour Branch of HRSDC.
- 2.2.3. The Supplier, or, if the Supplier is a joint venture the member of the joint venture, certifies its status with the FCP, as follows:

The Supplier or the member of the joint venture

- (a) () is not subject to the FCP, having a workforce of less than 100 full-time or part-time permanent employees, and/or temporary employees having worked 12 weeks or more in Canada;
- (b) () is not subject to the FCP, being a regulated employer under the [Employment Equity Act](#), S.C. 1995, c. 44;
- (c) () is subject to the requirements of the FCP, having a workforce of 100 or more full-time or part-time permanent employees, and/or temporary employees having worked 12 weeks or more in Canada, but has not previously obtained a certificate number from HRSDC (having not bid on requirements of \$200,000 or more), in which case a duly signed certificate of commitment is attached;
- (d) () is subject to the FCP, and has a valid certificate number as follows: e.g. has not been declared an ineligible contractor by HRSDC).

Further information on the [FCP](#) is available on the HRSDC Web site.

Joint Venture (JV):

Any joint venture partner having a workforce of 100 or more employees must satisfy the requirements described in the article respecting the Federal Contractors Program – Certification in Part 5 of this solicitation.

2.3 Former Public Servant Certification

Contracts with former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts with FPS, suppliers must provide the information required below.

Definitions

For the purposes of this clause,

"former public servant" is any former member of a department as defined in the *Financial Administration Act*, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- (a) an individual;
- (b) an individual who has incorporated;
- (c) a partnership made of former public servants; or
- (d) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means, in the context of the fee abatement formula, a pension or annual allowance paid under the *Public Service Superannuation Act* (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the *Supplementary Retirement Benefits Act*, R.S., 1985, c. S-24 as it

affects the PSSA. It does not include pensions payable pursuant to the *Canadian Forces Superannuation Act*, R.S., 1985, c. C-17, the *Defence Services Pension Continuation Act*, 1970, c. D-3, the *Royal Canadian Mounted Police Pension Continuation Act*, 1970, c. R-10, and the *Royal Canadian Mounted Police Superannuation Act*, R.S., 1985, c. R-11, the *Members of Parliament Retiring Allowances Act*, R.S., 1985, c. M-5, and that portion of pension payable to the *Canada Pension Plan Act*, R.S., 1985, c. C-8.

Former Public Servant in Receipt of a Pension

Is the Supplier a FPS in receipt of a pension as defined above?

YES () **NO** ()

If so, the Supplier must provide the following information:

- (a) name of former public servant;
- (b) date of termination of employment or retirement from the Public Service.

2.4 Work Force Reduction Program

Is the Supplier a FPS who received a lump sum payment pursuant to the terms of a work force reduction program? **YES** () **NO** ()

If so, the Supplier must provide the following information:

- (a) name of former public servant;
- (b) conditions of the lump sum payment incentive;
- (c) date of termination of employment;
- (d) amount of lump sum payment;
- (e) rate of pay on which lump sum payment is based;
- (f) period of lump sum payment including start date, end date and number of weeks;
- (g) number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including the Goods and Services Tax or Harmonized Sales Tax.

2.5 Set-aside for Aboriginal Business

2.5.1 This procurement is set aside under the federal government's Procurement Strategy for Aboriginal Business, as detailed in Annex 9.4, Requirements for the Set-aside Program for Aboriginal Business, of the Supply Manual.

2.5.2 The Supplier:

- i. certifies that it meets, and will continue to meet throughout the duration of the Instrument, the requirements described in the above-mentioned annex.
- ii. agrees that any subcontractor it engages under the Instrument must satisfy the requirements described in the above-mentioned annex.
- iii. agrees to provide to Canada, immediately upon request, evidence supporting any subcontractor's compliance with the requirements described in the above-mentioned annex.

2.5.3 The Supplier must check the applicable box below:

- i. () The Supplier is an Aboriginal business that is a sole proprietorship, band, limited company, co-operative, partnership or not-for-profit organization.
- OR
- ii. () The Supplier is either a joint venture consisting of two or more Aboriginal businesses or a joint venture between an Aboriginal business and a non-Aboriginal business.

2.5.4 The Supplier must check the applicable box below:

- i. () The Aboriginal business has fewer than six full-time employees.
- OR
- ii. () The Aboriginal business has six or more full-time employees.

2.5.5 The Supplier must, upon request by Canada, provide all information and evidence supporting this certification. The Supplier must ensure that this evidence will be available for audit during normal business hours by a representative of Canada, who may make copies and take extracts from the evidence. The Supplier must provide all reasonably required facilities for any audits.

2.5.6 By submitting an arrangement, the Supplier certifies that the information submitted by the Supplier in response to the above requirements is accurate and complete.

If requested by the Supply Arrangement or Standing Offer Authority, the Supplier must provide the following certification for each owner and employee who is Aboriginal:

- A) I am _____ (insert "an owner" and/or "a full-time employee") of _____ (insert name of business), and an Aboriginal person, as defined in Annex 9.4 of the Supply Manual, entitled "Requirements for the Set-aside Program for Aboriginal Business".
- B) I certify that the above statement is true and consent to its verification upon request by Canada.

Printed name of owner and/or employee

Signature of owner and/or employee

Date

Certification

By submitting the arrangement, the Supplier certifies that the information submitted by the Supplier in response to the above requirements is accurate and complete.

COMPONENT II: SUPPLY ARRANGEMENT AND RESULTING CONTRACT CLAUSES

PART 6A. SUPPLY ARRANGEMENT

1. Arrangement

The Supply Arrangement includes only those Services described in the "Requirement for Services" at Annex A, which are also identified as Annex E Qualified Streams.

2. Security Requirement

The Supply Arrangement Authority may verify the Supplier's security clearance with the Canadian Industrial Security Directorate (CISD), PWGSC at any time during the life of the Supply Arrangement.

SECURITY REQUIREMENT FOR CANADIAN SUPPLIER: PWGSC FILE # COMMON-PS-SRCL#6

- 2.1 The Contractor/Supplier must, at all times during the performance of the Contract/ Supply Arrangement, hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
- 2.2 The Contractor/Supplier personnel requiring access to PROTECTED information, assets or sensitive work site(s) must EACH hold a valid **RELIABILITY STATUS**, granted or approved by CISD/PWGSC.
- 2.3 The Contractor/Supplier MUST NOT remove any PROTECTED information or assets from the identified work site(s), and the Contractor/Supplier must ensure that its personnel are made aware of and comply with this restriction.
- 2.4 Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
- 2.5 The Contractor/Supplier must comply with the provisions of the:
 - a. Security Requirements Check List and security guide (if applicable), available on the CPSS website at: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/31-eng.html>;
 - b. *Industrial Security Manual* (Latest Edition).
- 2.6 The requirements to be procured under this Supply Arrangement are subject to the requirements in the Security Requirement Check Lists (SRCL's) identified in each individual bid solicitation. Samples of possible SRCL's are accessible through the link <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/31-eng.html>, but other SRCL's may be used. Each bid solicitation will identify the SRCL that will apply to any resulting contract.
- 2.7 In the case of a joint venture, for any given resulting contract the highest level of corporate security attainable through CISD of PWGSC is the lowest level held by any single member of the joint venture. For example, a joint venture with five (5) members is comprised of four (4) members holding a valid Facility Security Clearance (FSC) at the Secret level and one member holding a valid Designated Organizational Screening (DOS). The highest corporate security level for which the joint venture would be considered under a bid solicitation run this Supply Arrangement would be DOS, until such time as the member holding a valid DOS clearance has requested sponsorship via the Supply Arrangement Authority and obtained a valid FSC at the Secret level as issued by CISD.

3. Standard Clauses and Conditions

All clauses and conditions identified in the Supply Arrangement and resulting contract(s) by number, date and title are set out in the [Standard Acquisition Clauses and Conditions](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

3.1 General Conditions

2020 (2012-11-19) General Conditions - Supply Arrangement - Goods or Services, apply to and form part of the Supply Arrangement.

3.2 Supply Arrangement Reporting

The Supplier must provide a Quarterly Usage Report (QUR) to the Supply Arrangement Authority on a quarterly basis. These submissions must be made by completing and forwarding an electronic copy of the QUR (in Excel format) to the Supply Arrangement Authority at to the following email address: SPTS.TSPS@tpsgc-pwgsc.gc.ca

Each QUR should be submitted using the electronic template entitled "<Supplier Name> Quarterly Usage Report" (see Annex C for a sample QUR) and should include a list of all Contracts issued to it under each Supply Arrangement, including the Stream(s), Client department and contact name, Contract number, start and end dates, number of days billed, all-inclusive firm per diem rate and dollar value (both including and excluding applicable taxes).

The reports must be submitted to the SA Authority according to the following schedule:

Quarter	Period to be covered	Due on or before
1st	April 1 to June 30	July 15th
2nd	July 1 to September 30	October 15th
3rd	October 1 to December 31	January 15th
4th	January 1 to March 31	April 15th

If a Supplier does not receive any Contracts during the period, the Supplier must confirm this by submitting a NIL QUR report. The Supplier understands that failure to comply may result in the suspension of the Supply Arrangement.

The Supplier understands that failure to comply with this requirement may result in the setting aside of authority to utilize the Supply Arrangement. PWGSC reserves the right to suspend the Supplier's Supply Arrangement without notice, if reports are not submitted on time or are inaccurate or incomplete.

4. Term of Supply Arrangement

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

4.1 Period of the Supply Arrangement

The period of the Supply Arrangement begins on _____ and ends 18 months later.

4.2 Request for Supply Arrangement (RFSA) Bid Solicitations

It is intended that this RFSA will follow the guidelines set out by PWGSC's Professional Services National Procurement Strategy; however those guidelines are not incorporated into this document. The RFSA documents contain all the requirements relating to the RFSA. Any other information or documentation provided to or obtained by a Supplier from any source is not relevant.

In as much as possible, PWGSC will issue a RFSA intended to replace the Supply Arrangements for the Services on an annual basis, although PWGSC reserves the right to choose to proceed with a different procurement vehicle for the requirement if it considers such action appropriate. Each such re-competition (a "renewal RFSA") requires all Suppliers, including those who may have received instruments under the previous solicitation, to submit an arrangement in response to the RFSA in order to continue to provide services under its resulting Supply Arrangement. The terms and conditions of each refresh RFSA may add, modify or remove Streams, and may otherwise modify the requirements of the previous RFSA. As such, each renewal RFSA stands alone, separate and apart from any previous RFSA. While some aspects of a Supplier's arrangement may incorporate by reference information already in the possession of Canada, all the requirements of a RFSA must be met by each Supplier by the submission due date.

Suppliers may submit an arrangement for a Supply Arrangement at any time by responding to the refresh RFSA terms and conditions. Canada reserves the right to issue supply arrangements to Suppliers who qualify throughout the entire period of the Supply Arrangement.

Evaluations of arrangements will start on a quarterly basis. Canada will endeavor to evaluate in each quarter those submissions received by the beginning of such quarter as identified below.

This schedule may require a revision due to operational requirements and in which case suppliers will be advised.

	Submission Period	Submissions Due Date (14:00 at Bid Receiving Unit)	Evaluation Start Date	Estimated Award Date (subject to change)
Refresh Bid Solicitation Schedule	January 1 st 2014 to March 31 st 2014	March 31 st 2014	April 1 st 2014	June 15, 2014
Refresh Bid Solicitation Schedule	April 1 st 2014 to June 30, 2014	June 30, 2014	July 2 nd 2014	September 15, 2014
Refresh Bid Solicitation Schedule	July 1 st 2014 to September 30 2014	September 30 2014	October 1 st 2014	December 15, 2014

A supplier may choose to submit a quarterly arrangement containing an entirely new arrangement, or may propose to modify its arrangement by adding or removing Streams. Participation in a quarterly evaluation is entirely optional and not required to maintain any TSPS arrangement.

However, all arrangements whether issued quarterly or as the result of an arrangement submitted on the RFSA closing date of a refresh RFSA will be replaced when a refresh RFSA occurs. Therefore, all suppliers must submit an arrangement before the closing date of a refresh arrangement in order to continue to provide services under its resulting Supply Arrangement.

5. Authorities

5.1 Supply Arrangement Authority

The Supply Arrangement Authority is:

Josianne Courteau
A/Supply Team Leader
Public Works and Government Services Canada
Acquisitions Branch
Professional Services Procurement Directorate
Portage III 11C1
11 Laurier Street
Gatineau, Quebec
K1A 0S5
Telephone: 819-934-0200 Facsimile: 819-997-2229
E-mail address: spts.tsps@tpsgc-pwgsc.gc.ca

The Supply Arrangement Authority is responsible for the issuance of the Supply Arrangement, its administration and its revision, if applicable. Upon the issuance of a bid solicitation under the Supply Arrangement, that solicitation's Contracting Authority is responsible for any contractual issues relating to the contract solicited. Any changes to the Supply Arrangement must be authorized in writing by the Supply Arrangement Authority.

5.2 Supplier's Representative

This individual is the central point of contact within the Supplier for all matters pertaining to this Supply Arrangement. The Supplier confirms that this individual has the authority to bind the Supplier. It is the Supplier's sole responsibility to ensure that the information related to the Supplier Representative is correct. If a replacement or a new Supplier Representative is required, the Supplier will;

- (i) inform CPSS by e-mail at sspc.cpss@tpsgc-pwgsc.gc.ca , and
- (ii) inform the Supply Arrangement Authority by e-mail at SPTS.TSPS@tpsgc-pwgsc.gc.ca.

Name:
Title:
Telephone:
Facsimile:
Address:
Email:

[Note to Supplier: This information is as per your arrangement and is available to be viewed by Clients via the Centralized Professional Services System (CPSS) website]

The Supplier may designate another individual to represent the Supplier for administrative and technical purposes under any contract resulting from this Supply Arrangement.

6. Identified Users

The Identified Users (also called Clients) include any government department, agency or Crown Corporation listed in Schedules I, I.1, II, III, IV, and V of the *Financial Administration Act*, R.S., 1985, c. F-11 and any other party for which the Department of Public Works and Government Services has been authorized to act from time to time under section 16 of the *Department of Public Works and Government Services Act*.

Canada may, at any time, withdraw authority from any of the Identified Users to use the Supply Arrangement.

7. Failure to Qualify

Canada will notify all suppliers that fail to qualify and identify the reason their proposal has been declared non-responsive. From the time a notice is sent to a supplier, the supplier will have up to the 6 months, provided that their original bid expiry has not lapsed, to modify and re-submit for re-evaluation the elements required for the stream(s) for which the Supplier wishes to qualify. Provided the Supplier advises PWGSC within such period that it now considers its proposal complete, PWGSC will conduct the re-evaluation in accordance with the Request for Supply Arrangement (RFSA) Bid Solicitations schedule subject to all provisions of the RFSA.

8. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the articles of the Supply Arrangement;
- (b) the general conditions 2020 (2012-11-19), General Conditions - Supply Arrangement - Goods or Services
- (c) Annex E: Qualified Streams
- (d) Annex A: Requirements for Services;
- (e) Annex B: TSPS Generic Security Requirements Checklist (SRCLs)
- (f) Annex C: Quarterly Usage Report Sample
- (g) Annex D: Client Satisfaction Form
- (h) Annex F: Insurance Requirements; and
- (i) the Supplier's arrangement dated _____ ("as clarified on _____" **or** "as amended _____".

9. Certifications

9.1 Compliance

Compliance with the certifications provided by the Supplier in the arrangement is a condition of the Supply Arrangement (SA) and subject to verification by Canada during the term of the SA and of any resulting contract that would continue beyond the period of the SA. If the Supplier does not comply with any certification or it is determined that any certification made by the Supplier in the arrangement is untrue, whether made knowingly or unknowingly, Canada has the right to terminate any resulting contract for default and suspend or cancel the SA.

10. Applicable Laws

The Supply Arrangement (SA) and any contract resulting from the SA must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario, Canada unless otherwise stipulated in the Supplier's arrangement or resulting contract.

11. Suspension or Cancellation by Canada

In addition to the circumstances identified in 2020 09, Canada may, by sending written notice to the Supplier, suspend or cancel the Supply Arrangement where the Supplier has made public any information that conflicts with the terms, conditions, pricing or availability of systems identified in this Supply Arrangement, or where the Supplier is in default in carrying out any of its obligations under this Supply Arrangement.

12. Aboriginal Business Certification (if applicable)

- 12.1 Where an Aboriginal Business Certification has been provided, the Supplier warrants that the certification of compliance is accurate and complete and in accordance with the "Requirements for the Set-aside Program for Aboriginal Business" detailed in Annex 9.4 of the Supply Manual.
- 12.2 If such Certification has been provided, the Supplier must keep proper records and documentation relating to the accuracy of the certification provided to Canada. The Supplier must obtain written consent of the Supply Arrangement Authority before disposing of any such records or documentation supporting the accuracy of the certification until the expiration of six (6) years after final payment in a contract made under the Supply Arrangement, or until settlement of all outstanding claims and disputes, resulting from a dispute in a contract made under the Supply Arrangement, whichever is later. All such records and documentation must at all times during the retention period be open to audit, inspection and examination by representatives of Canada, who may make copies and take extracts. The Supplier must provide all facilities for such audits.
- 12.3 Nothing in this clause must be interpreted as limiting the rights and remedies, which Canada may otherwise have pursuant to the Contract made under the Supply Arrangement.

13. Delivery Requirements Outside CLCSAs

The resulting solicitations are not to be used for deliveries within a Comprehensive Land Claims Settlement Area (CLCSA). All requirements for delivery within a CLCSA are to be submitted to the Department of Public Works and Government Services for individual processing.

14. Environmental Considerations

As part of Canada's policy directing federal departments and agencies to take the necessary steps to acquire products and services that have a lower impact on the environment than those traditionally acquired, Suppliers should:

Paper consumption:

- Provide and transmit draft reports, final reports and bids in electronic format. Should printed material be required, double sided printing in black and white format is the default unless otherwise specified by the Project Authority.
- Printed material is requested on minimum recycled content of 30% and/or certified as originating from a sustainably managed forest.
- Recycle unneeded printed documents (in accordance with Security Requirements).

Travel requirements:

- Project Authority is encouraged to use video and/or teleconferencing where possible to cut down unnecessary travel.
- Use of Properties with Environmental Ratings: Contractors to the Government of Canada may access the PWGSC Accommodation directory, which includes Eco-Rated properties. When searching for accommodation, contractors can go to the following link and search for properties with Environmental Ratings, identified by Green Keys or Green Leafs that will honour the pricing for contractors: <http://rehelv-acrd.tpsgc-pwgsc.gc.ca/rechercher-search-eng.aspx>
- Use of public/green transit where feasible.

15. Insurance requirement

15.1 For a SA including Tier 1 only:

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

15.2 For a SA including Tier 2:

The Contractor must comply with the insurance requirements specified in Annex F. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. Coverage must be placed with an Insurer licensed to carry out business in Canada. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

16. Travel and Living

The Travel and Living expenses are calculated differently between the Regions and Metropolitan areas and this may affect the total cost of a Professional Services Supply Arrangement requirement. Accordingly, if any contract resulting from a solicitation let under this supply arrangement permits payment to a Contractor in its basis of payment for Travel and Living expenses, such expense will only be reimbursed in accordance with the information provided at the following CPSS link: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/rfdso-sotli-eng.html>

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

17. Regions and Metropolitan Areas

The document titled "Definitions of the National Zone, Regions and Metropolitan Areas" at the following link are incorporated by reference into this supply arrangement, with the exception that for the purposes of this supply arrangement, the National Zone is to be considered as another Region:

<http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/dznrrm-dnzrma-eng.html>

The following Regions and Metropolitan areas may receive Services under this supply arrangement where a Supplier is qualified to do so:

Regions:	Metropolitan Areas:
National Zone	
Atlantic	Halifax, Moncton
Quebec	Montreal, Quebec City
Ontario	Toronto
Western	Calgary, Edmonton, Saskatoon, Winnipeg

Pacific	Vancouver, Victoria
National Capital	National Capital Region

Part 6B. BID SOLICITATION

1. Bid Solicitation Documents

Canada will use the model solicitation template "Higher Complexity Bid Solicitation and Resulting Contract Template (HC)", available in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>), based on the estimated dollar value and complexity of the requirement.

The bid solicitation will contain as a minimum the following:

- (a) security requirements;
- (b) a complete description of the Work to be performed;
- (c) 2003, Standard Instructions - Goods or Services - Competitive Requirements; OR 2004, Standard Instructions – Goods or Services – Non-competitive Requirements;
- (d) bid preparation instructions;
- (e) instructions for the submission of bids (address for submission of bids, bid closing date and time);
- (f) evaluation procedures and basis of selection;
- (g) certifications;
- (h) conditions of the resulting contract.

2. Bid Solicitation Process

Bids will be solicited for specific requirements within the scope of the Supply Arrangement (SA) from Qualified Suppliers who have been issued a SA.

A bid solicitation will be posted on the Government Electronic Tendering Service (GETS) (or as applicable with a GoC web-based electronic procurement tool) or will be e-mailed directly to supplier, depending on the selection methodology selected.

Canada may consolidate requirements across Clients and award Contracts on a periodic basis to receive best or better pricing.

2.2 Identification of Contract Authorities:

Provided a Client has the legal authority to contract, it may choose to award contracts under this SA in accordance with the Tier 1 or Tier 2 Contract Limitations described below. All contracts for Clients without authority to contract under Tier 1 or Tier 2 will be managed by PWGSC or Shared Services Canada (SSC). The Supplier agrees only to perform individual contracts made by an authorized representative of Canada pursuant to this SA that do not exceed the applicable Contract Authority value limitations.

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

2.3 Tier 1 Requirement Limitations:

Clients may award contracts to Suppliers qualified in the applicable Stream(s) only in accordance with the following:

- (i) **Requirement Valued below \$25,000 (GST/HST included):** Clients may direct a contract to an eligible Supplier in accordance with the Government Contracts Regulations.

Requirement Valued at or below NAFTA Threshold (GST/HST included): Clients may issue a contract using this SA to a Supplier satisfying the requirement particulars as set

out in a bid solicitation in accordance with the following: a minimum of two Suppliers must be invited to submit a proposal via e-mail, with the Client (Identified User):

- (a) selecting by name two Suppliers from the CPSS Client Module, or
- (b) selecting by name one Supplier from the CPSS Client Module with the second Supplier randomly selected by the CPSS Client Module, or
- (c) not selecting any Supplier by name in which case, the CPSS Client Module will randomly select two Suppliers.

(ii) Requirement Valued Above NAFTA Threshold (GST/HST included):

Clients may issue a contract to a Supplier satisfying the requirement particulars as set out in the bid solicitation in accordance with the following: a minimum of fifteen Suppliers must be invited via e-mail to submit a proposal, with the Client:

- (a) selecting by name ten Suppliers from the CPSS Client Module, with the following five randomly selected by the CPSS Client Module, or
- (b) selecting more than ten Suppliers from the Client Module, in which case five additional Suppliers will be randomly selected by the CPSS Client Module, or
- (c) selecting less than ten Suppliers from the Client Module, in which case the CPSS Client Module will randomly select a number of Suppliers that, in addition to the Suppliers selected by the Client, will total fifteen.

Note: If the number of Suppliers that meet the requirement is less than fifteen, all Suppliers will be automatically selected.

(iii) No Limit to Invitation Process:

Once the minimum of Suppliers has been selected as per (ii) or (iii) above, at any time during the course of the procurement process the Client may choose to invite additional Suppliers using the CPSS Client Module. There is no limit to the maximum number of Suppliers that may be invited to submit a proposal under Tier 1; however, excepting the circumstances of 2.5 below, Suppliers may not submit a proposal in response to a solicitation unless they have been invited to do so. However, should an uninvited SA Holder wish to be invited, it may contact the Contracting Authority to request an invitation at any time prior to five days before the published bid closing date, and an invitation will be made to that SA Holder unless it would not be consistent with the efficient operation of the procurement system. In no circumstance will such an invitation require Canada to extend a bid closing date. Where additional invitations are made during the solicitation process, they may not be reflected in a bid solicitation amendment.

(iv) Minimum Period to submit proposal:

At a minimum, each Tier 1 bid solicitation issued will provide Suppliers with the following minimum number of calendar days to submit their proposal, which time may be extended based upon a requirement's complexity:

- (a) Requirements less than or equal to the NAFTA threshold = five calendar days; and
- (b) Requirements greater than the NAFTA threshold up to and including \$2M = fifteen calendar days.

PWGSC reserves the right to decrease the minimum bidding period for specific requirements.

2.4 Tier 2 Requirements:

Tier 2 requirements will be managed in accordance with the following:

- (i) Tier 2 Invitation of Suppliers: Canada will invite through GETS all qualified Tier 2 Suppliers to submit a proposal in response to a bid solicitation.
- (ii) **Minimum Period to Submit Proposal:** At a minimum, each Tier 2 bid solicitation will provide qualified Suppliers with twenty calendar days to submit their proposal, which may be extended based on a requirement's complexity.
- (iii) **Stream Not Offered Under Tier 1:** For Tier 1 requirements where no Supply Arrangement for a specific Stream exists, where a Tier 2 SA exists for that Stream, PWGSC may act as the Contracting Authority and invite qualified Tier 2 Suppliers to submit a proposal in accordance with the processes stated in 2.3 above.

PWGSC reserves the right to decrease the minimum bidding period for specific requirements.

2.5 All Invited to Bid:

For a requirement in either Tier, all Suppliers qualified in each relevant Stream, Region and Metropolitan Area will be invited by e-mail or GETS to bid where:

- (i) a bid solicitation may result in multiple contracts, or
- (ii) any supplier has been provided with a request for information in respect of services that in whole or in part appear in the requirement to be solicited under this SA.

C. RESULTING CONTRACT CLAUSES

1. General

The conditions of any contract awarded under the Supply Arrangement will be in accordance with the resulting contract clauses of the template used for the bid solicitation.

For any contract to be awarded using:

Higher Complexity Bid Solicitation and Resulting Contract Template (HC)general conditions 2035
General Conditions- Services.

The above template is set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

A model RFP and Resulting Contract template has been created and is available for use by Identified Users.

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NOTE: This document will undergo Quality Control to remove any duplicate services within the same stream

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1. HUMAN RESOURCES SERVICES STREAM

The required services may include, but are not limited to the following:

HR Programs, Policy, activities and Services can include: human resource planning, recruitment, collective bargaining, training and development, organizational design and classification, pay and benefit administration, staffing and resourcing, performance management, official languages, employment equity and employee assistance programs.

(Please note that a Consultant who will be providing staffing advice to managers as part of their responsibilities, must have successfully completed the Public Service Commission (PSC) Appointment Framework Knowledge Test for all Departments who have a signed Appointment Delegation and Accountability Instrument with the PSC.)

- Providing operational HR services;
- Developing resourcing strategies linked to HR Plans, job marketing strategy and tools;
- Assisting in redress process, appeals, grievances etc;
- Providing advice on and/or performing analysis of the HR strategic direction and assisting in the development of HR options, aligning and integrating the HR plans with the strategic direction of the organization's business plan;
- Participating in the development of potential HR models and assisting in the implementation of HR requirements and a transition plan to meet HR needs;
- Developing, implementing and providing advice on policies, programs and procedures regarding human resource services and programs;
- Planning Human Resources in areas such as organizational development, organizational planning and design, human resources utilization, job analysis, performance planning, auditing and evaluating and forecasting;
- Providing advice on and/or participating in the establishment of processes and HR systems support for human resources programs, services and activities;
- Providing advice on and/or participating in the development of new programs for employees to retain career mobility;
- Identifying policy needs/concerns and performing comparative analysis of policies as well as developing policies, procedures, guidelines and Strategies;
- Providing advice on and/or assisting in the development/provisioning of new government programs;
- Planning, developing, implementing and evaluating personnel and employee relations strategies including policies, programs and procedures to address an organization's human resource requirements;
- Advising managers and employees on the interpretation of compensation and benefit programs and collective agreements;
- Researching, preparing and conducting grievance committees and prepare reports;
- Conducting research and analysis and preparing recommendations, reports and/or conducting desk audits;
- Leading, participating in the conduct of organizational and central agencies monitoring and audit initiatives;
- Negotiating collective agreements on behalf of employers or employees, mediate labour disputes and grievances and provide advice on employee and labour relations;
- Planning and administering HR programs;
- Hiring and overseeing training of staff;
- Coordinating employee performance and appraisal programs;
- Develop training and information sessions;
- Providing mentoring, tutoring and coaching assistance;

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- Assisting in the development of HR strategies to meet business needs;
- Assisting in the development of Integrated Business and Human Resources Plan to meet the needs of the organization;
- Developing and monitoring framework, conducting monitoring activities and preparing monitoring reports;
- Developing, implementing HR related programs, framework and initiatives;
- Evaluating programs and activities and reporting on lessons learned or making recommendations for the future;
- Researching or fact finding exercises;
- Researching, developing, implementing and tracking service standards, agreements;
- Reviewing and proposing various organizational models.
- Performing strengths, weaknesses, opportunities, and threats (SWOT) analysis;
- Leading organization and classification projects following project management principles;
- Developing and/or implementing functional communities organizational models and associated generic work descriptions;
- Developing functional charting;
- Developing generic work description framework and develop appropriate learning tools for its application;
- Analyzing current and end state, developing options and recommending new organizational structures (could include costing);
- Reviewing existing work processes and organizational structures to determine their efficiency and effectiveness, and making recommendations;
- Performing job, activities and responsibilities analysis;
- Discussing with management in order to clearly define the activities and responsibilities of a specific function and/or organization, and provide options;
- Reviewing, evaluating current work descriptions and recommending appropriate changes;
- Developing and updating generic and specific work descriptions, and delineating responsibilities within streams of work;
- Developing and implementing new classification standards and occupational group structures, as well as providing advice;
- Providing advice and performing activities on conversion processes and redress mechanisms in the context of classification reform;
- Researching and developing policies, guidelines, procedures and tools;
- Researching, preparing relativity, evaluating work descriptions;
- Participating in classification grievance committees and classification committees and writing reports;
- Researching and preparing classification relativity studies;
- Developing and/or providing advice on classification policies, procedures and tools;
- Analyzing policies and business functional requirements to identify information, procedures and decision flows, and making recommendations;
- Identifying organization for re-design; prototyping potential solutions, providing trade off information and suggesting a recommended course of action;
- Identifying the required modifications to the automated processes;
- Documenting workflow;
- Articulating business requirements;
- Providing advice in defining new requirements and opportunities for applying efficient and effective solutions: identifying and providing preliminary costs of potential options;
- Developing and delivering training;
- Evaluating performance framework, developing performance needs and reporting systems and processes;
- Researching, analyzing data and reporting on activities;
- Developing and updating performance management systems, process and tools;
- Providing advice and/or performing activities related to classification monitoring;

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- Researching, developing and implementing generic work descriptions approaches;
- Reviewing, evaluating, new or revised work descriptions;
- Compiling information and preparing reports;
- Coordinating and providing advice on Employment Equity (EE), Diversity and Duty To Accommodate (DTA) programs;
- Developing a promotion/communications strategy plan;
- Developing and implementing positive measures programs for all designated groups as required;
- Managing the DTA program by liaising with other Departments/Agencies delivering accommodation services, this includes providing presentations to management and employees; and, identifying, and providing accommodation resources;
- Organizing seminars, workshops, etc.;
- Publishing promotional and educational articles in departmental and regional newsletters;
- Advising HR Systems groups and IT groups on discipline requirements;
- Developing pool of diversified members to participate in evaluation and assessment, developing tools to ensure adapted language in work description and selection tools as well as advertisement representative of Canadian culture and diversity;
- Researching and developing EE and Diversity Action Plans;
- Researching and developing EE and Diversity related programs, tools and identifying and implementing related activities;
- Conducting System Reviews and making recommendations;
- Establishing, coordinating and participating on various EE and Diversity Committees;
- Developing policies, guidelines, procedures, programs and tools;
- Developing, implementing, coordinating and promoting commemorative events and activities;
- Developing terms of references for EE and Diversity Committees.
- Directing employee relations function;
- Performing internal audits and taking appropriate action to correct any employee relations issues;
- Managing dispute resolution procedures;
- Conducting reviews and developing implementation strategies;
- Training employees in relationship management and communications;
- Managing employee-employer relationship, collective agreement;
- Conducting investigation, negotiating cases and informal conflict management;
- Researching, developing policies, guidelines and procedures in regards to Codes of conducts, values and ethics, conflict of interest, political activity, prevention of harassments, etc;
- Developing employee relations policies, to ensure consistent application of organizational policies and procedures;
- Developing occupational safety and health policies, guidelines, procedures and tools;
- Conducting consultation activities with the unions;
- Coordinating labour management committee meetings (national or local);
- Researching, providing recommendation for the negotiation of collective agreements;
- Providing advice on the interpretation of collective agreements;
- Developing, assisting in the development of strike contingency plans and strike management guidelines, tools, communication, and training.
- Advising and analyzing of pension due to high level of retiree and complexity and scarce resources;
- Providing pay and benefits services to the organization's employees and managers;
- Payrolling (Compensation, pensions, bonuses, etc.);
- Providing advice and guidance on special initiatives, such as pay equity, classification reform conversion and/or any new collective agreement implementation, in accordance with Federal Public Service Acts, regulations, policies, guidelines, administrative procedures, etc;

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- Preparing and studying salary and/or total compensation analysis for determination of employee compensation;
- Reviewing and making recommendations or changes to compensation plan or procedures;
- Overseeing program for conformance with government and organization regulations and procedures;
- Providing assistance in producing and directing the organization's compensation program;
- Reviewing benefit programs and providing information about their costs and coverage;
- Providing support in implementing benefit programs and procedures;
- Providing advice and guidance on benefit plans for the organization;
- Developing and/or reviewing work descriptions and assessing appropriate compensation level;
- Participating in market salary surveys;
- Participating in activities related to advice and analysis of pension due to high level of retiree and complexity and labour scarcity.
- Providing advice on the development and implementation strategies related to Human Resources Information Systems (HRIS, HRMIS, PeopleSoft, SAP);
- Examining and verifying employee information processed by automated human resources systems;
- Compiling and analyzing statistical information and preparing system reports related to payroll, recruiting, position classification, compensation, training, equal opportunity employment, or affirmative action utilizing HRIS
- Providing assistance with HRIS network maintenance by adding or deleting users and retaining system security;
- Troubleshooting user technical problems, consulting HRIS IT resources where necessary and providing training;
- Managing programs and maintaining human resources information and related records systems;
- Developing HR Reports and template and tools for managers to simplify access and encourage them to use system;
- Developing mapping exercise, analysis of needs, implementation.
- Analyzing executive/manager leadership skills strengths and weaknesses;
- Developing leadership improvement programs;
- Designing and facilitating coaching/mentoring sessions;
- Establishing and facilitating forums and workshops for managers to share leadership experiences and challenges;
- Developing talent management and succession readiness strategies;
- Developing target workshops that helps managers become sponsors or agents of change and how to use effective communication as a change tool;
- Conducting benchmarking exercises;
- Developing key functions concepts for succession planning.
- Providing manager with demographic information and assisting in developing strategies to meet HR needs;
- Providing advice and guidance on different types of merit criteria/qualifications;
- Providing advice on workforce and process pros and cons;
- Identifying links with departmental Human Resources / Employment Equity / Business plans;
- Providing advice on effectiveness of assessment instruments and assisting in development or choice of proper instruments;
- Advising manager of organizational policy;
- Assisting manager in appropriate sequencing and application of merit criteria;
- Providing advice, guidance, and assistance on review of decision and impact of change, if any;
- Creating departmental staffing report (s) including preparation, data gathering, interviews, and monitoring staffing report and various activities;

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- Performing activities including recourse, appeals, early intervention process, and alternative dispute resolutions for staffing purposes;
- Extending job offers and establishing starting salaries;
- Developing or assisting in developing strategies and plans (i.e. staffing or resourcing);
- Developing monitoring framework and implementing and conducting monitoring;
- Developing and reviewing appointment sub-delegation instruments, the sub-delegation process and the supporting tools (i.e. tables, sub-delegation certificates);
- Conducting environmental and statistical reviews;
- Reviewing organizational needs and business needs to assist in the identification of the appropriate staffing strategy or plans (including links to other plans such as the Employment Equity and Diversity Plan and the Official Languages Plan);
- Providing advice and recommendations in regards to addressing staffing and recruitment challenges considering organizational strategies and plans;
- Developing and implementing recruitment and employment strategies;
- Providing advice and recommendations in selecting the choice of appointment process;
- Preparing and conducting recruitment and staffing processes on behalf of management. This may include any or any grouping of the following activities:
 - making recommendations on the staffing process type to be undertaken;
 - drafting and finalizing the statement of merit criteria;
 - developing and preparing the assessment guide, tools and process;
 - drafting and finalizing the advertisements;
 - coordinating and participating in the assessment of priorities, and the screening and assessments of candidates;
 - coordinating and administrating tests, interviews; coordinating and completing the reference check etc; and
 - compiling and preparing the final board reports and finalizing the results of the processes (such as establishing pools of candidates).
- Planning, developing, coordinating and administrating various staffing and staffing related initiatives such as job fairs, collective staffing and targeted Recruitment initiatives;
- Providing operational staffing services to a group of client managers;
- Providing advice and guidance to managers on staffing investigations, audits and Public Service Staffing Tribunal Complaints;
- Drafting staffing report(s) including the preparation, data and information gathering, interviews, drafting of documentation;
- Developing information and learning sessions or events for managers, employees or staffing experts;
- Reviewing employees' or candidates' qualifications to address redeployment or placement of personnel;
- Developing a framework or process for pool management and coordinate the management of a pool;
- Advising managers and employees on staffing policies and procedures;
- Providing mentoring, tutoring or coaching assistance.
- Developing and monitoring public policies, programs, standards and procedures;
- Identifying policy needs and concerns;
- Performing policy comparative analysis;
- Advising managers on the interpretation of policies, programs and national/ international agreements and regulations;
- Identifying change management tools and processes that support change management strategies and plans;
- Carrying out performance monitoring and reporting activities;
- Developing and delivering training on application of policies.
- Ensuring the appropriate preparation, completion, distribution and filing of HR documentation;

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- Ensuring the appropriate data entry, and/or the compilation of data and information and the preparation of reports;
- Responding to human resources inquiries and relaying the inquiry to the appropriate person;
- Assisting in the development of administrative procedures and tools;
- Assisting in the coordination of appointments, interviews, testing, scheduling of events and learning sessions etc;
- Providing administrative support to HR Manager, Advisors or an HR Specialist; and
- Providing administrative, clerical or coordinating support in the development and/or implementation of HR activities, programs and tools.
- Executing human resources support activities;
- Providing assistance in the areas of human resources, or employee communications;
- Delivering a variety of written tests to candidates and requesting testing as required;
- Training administrative assistants in client organizations on procedures and automated systems used for completing HR Activities;
- Providing direct advice, guidance and services to clients for HR services;
- Maintaining and updating HR systems, keeping hard copies of files, records and correspondence on related current HR activities and helping develop new systems or improving the existing system;
- Adjusting, modifying and updating HR management methods, practices and procedures;
- Providing administrative services to include project and research activities in a given HR sector and the implementation of a wide range of administrative procedures and processes to support the HR programs.

2. BUSINESS CONSULTING / CHANGE MANAGEMENT STREAM

The required services may include, but are not limited to the following:

- Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives;
- Identifying opportunities for organizational improvement;
- Assisting in the prioritization and assignment of organizational improvements;
- Developing and/or implementing an organizational improvement plan, business plan, policies and standards;
- Making recommendations and providing advice for improvements and assisting in developing solutions, scenarios and implementing recommendations;
- Preparing and presenting findings, status and other relevant matters;
- Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports;
- Identifying and researching best practices;
- Analyzing, advising on, and implementing business processes, strategies and functions;
- Advising on business decisions;
- Preparing and advising on contracts structure and enforcement;
- Leading and managing various business systems and process improvements (*e.g., initiating redesign to promote increased efficiencies and reduce overall costs, implementing improvements to automation of process*);
- Recognizing market factors and adapting business decisions to the context of the organization's sector and industry;
- Implementing and advising on measures to mitigate risk;
- *Facilitating* Joint Application Development (JAD) session *and acting as facilitator during workshops*;
- Translating the business requirements into System/Functional requirements;
- Analyzing and documenting the business requirements and delivering work products through the life cycle;
- Consulting stakeholders (individually or by means of facilitating group sessions) to identify comprehensive business requirements;
- Documenting business requirements for all stakeholders;
- Providing support in analyzing, evaluating and controlling risks, especially related to requirements;
- Designing and conducting threat and risk assessments;
- Developing and implementing disaster recovery plans and business continuity plans;
- Designing exercises for executives, management and staff in the form of exercise seminars, tabletop exercises, command post exercises, simulations and/or full-scale exercises;
- Developing exercise materials such as exercise scenarios, control plans and evaluation plans;
- Implementing exercises for executives, management and staff;
- Performing business continuity in the context of strategic planning, policy and standards development and organizational assessment; and
- Analyzing and evaluating emergency operations, exercises, conducting lessons learned seminars and writing After-Action Reports.
- Specifying the organization's objectives, developing policies, standards and plans to achieve objectives;
- Identifying opportunities for, assisting in the prioritization of, and assignment of organizational improvement;
- Developing and/or managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis;
- Defining and producing business requirement document;

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- Assisting stakeholders with understanding their strategic goals;
- Analyzing stakeholder's business objectives and recommending and developing solutions to address their business problem;
- Implementing and evaluating cross-functional decisions that will enable an organization to achieve its objectives;
- Assessing the organization's capacity/capability to undertake and successfully deliver an initiative or a change;
- Defining, developing and implementing business strategies and plans;
- Examining the link between the goals of the organization and how the work is performed to achieve those objectives at strategic and operational levels;
- Processing problems into solutions or new opportunities/initiatives, identifying and researching best practices;
- Performing Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis;
- Developing Mission and Vision statements.
- Assessing the organization's capacity/capability to undertake and successfully deliver a project, an initiative or a change in the context of the existing organizational environment, programs, and policies;
- Establishing a set of business rules and policies governing an organization's human resource management arrangements;
- Assessing existing and planned changes in HR management strategies to ensure consistency between an organization's HR management strategies and government-wide strategies;
- Designing processes to regularly review and revise existing accountabilities and competencies as the organization evolves;
- Performing system-centered process mapping to define the structure of organizational processes: including definition of activities to be performed, required inputs, outputs to be produced, and framework within which to operate;
- Defining potential organizational changes and improvements based on an organization's strategy and values;
- Developing and/or implementing organizational change and improvement plan including identifying organizational changes and improvements, and prioritization of recommended improvements;
- Using the appropriate organizational development methodology and approach to assessment and intervention;
- Identifying organizational improvements/changes: prototyping potential solutions, scenarios, providing trade off information and suggesting a recommended course of action;
- Developing policies, procedures and guidelines, training and information sessions;
- Conducting organizational health assessment and development of strategy and its implementation.
- Reviewing existing work processes and organizational structure;
- Analyzing existing business processes, identifying opportunities for process improvements;
- Mapping existing processes and developing and mapping recommended new processes, changes;
- Analyzing business functional requirements to identify information, procedures and decision flows;
- Providing advice on key initiatives that enable the organization to deploy high-impact business processes that are focused, accountable and measurable;
- Identifying processes for re-design;
- Providing advice in defining new requirements and opportunities for applying efficient and effective solutions;
- Identifying and providing preliminary costs of potential options;
- Providing advice in developing and integrating process and information models between processes to eliminate information and process redundancies;
- Identifying, recommending and planning new processes;

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- Providing advice on and/or assisting in implementing new processes, organizational changes, improvements;
- Identifying the required modifications to the automated processes;
- Documenting workflow;
- Using business, workflow and organizational tools;
- Conducting reviews and developing implementation strategies;
- Advising HR Systems groups and IT groups on discipline requirements;
- Developing training and information sessions and mentoring;
- Analyzing and defining business processes related to both “As Is” and “To Be” status.
- Designing interventions aimed at improving organizational effectiveness through system-centered change;
- Designing interventions that improve organizational effectiveness through people-centered change and result in: bringing about change, an improved environment, greater involvement and a more responsive workforce;
- Developing and implementing change management strategies, plans, framework;
- Identifying change management tools and risks;
- Providing expertise, consultative advice, guidance and coaching to build project capacity to make effective use of change management strategies and related tools;
- Articulating the purpose of change in a manner that makes sense to staff and provides a compelling picture of the new organization;
- Designing and conducting a change readiness assessment in order to plan and carry out a change management strategy;
- Coaching staff on the value of their contribution within the new organization;
- Evaluating the effectiveness of the change management initiative.
- Developing performance measurement/evaluation frameworks;
- Establishing performance measurement and reporting processes and systems;
- Integrating performance monitoring disciplines in an organization’s development or change management plan;
- Conducting interviews, surveys and workshops;
- Collecting, analyzing and synthesizing information that provides insight into best practices and lessons learned that would effectively support managing change;
- Performing analysis of business processes to recommend the best option to address any concerns, gaps, etc. including the potential risks and benefits;
- Providing input for the development of new processes;
- Carrying out analysis related to the development of business cases including the collection and analysis of cost data.
- Developing policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization’s actual and planned capabilities in terms of data, human resources, communication facilities and management responsibilities;
- Conducting an assessment of the project’s business architecture, process and performances;
- Recommending changes to improve operational performance;
- Ensuring consistency and integration with the organization’s and government architectures and business strategies;
- Evaluating the feasibility of the architecture and technologies related to a business change;
- Developing principles of operation and concept of operations;
- Identifying risks associated with the architecture and technologies and recommending risk mitigation;
- Advising Senior Management on trends and emerging technologies and their impact on the organization’s and government architectures and business strategies;
- Recommending alternative solutions, methodologies and strategies;
- Developing and/or implementing architectural improvement plans;
- Managing the development and implementation of an architectural improvement plan;

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- Coaching, mentoring and training the organization.
- Reporting results of statistical analyses, including information in the form of graphs, charts, and tables;
- Processing large amounts of data for statistical modeling and graphic analysis, using computers;
- Identifying relationships and trends in data, as well as any factors that could affect the results of research;
- Analyzing and interpreting statistical data in order to identify significant differences in relationships among sources of information;
- Preparing estimates and forecasts using statistical techniques;
- Preparing data for processing by organizing information, checking for any inaccuracies, and adjusting and weighting the raw data;
- Evaluating the statistical methods and procedures used to obtain data in order to ensure validity, applicability, efficiency, and accuracy;
- Evaluating sources of information in order to determine any limitations in terms of reliability or usability;
- Planning data collection methods for specific projects, and determining the types and sizes of sample groups to be used;
- Designing research projects that apply valid scientific techniques and utilizing information obtained from baselines or historical data in order to structure uncompromised and efficient analyses.
- Developing, planning strategies and processes to transfer explicit and tacit knowledge across time, space and organizational change, including retrieval of critical archived information;
- Facilitating knowledge creation, sharing and reuse;
- Developing partnerships and alliances, designing creative knowledge spaces, and using incentive structures;
- Facilitating knowledge of learning styles and behaviours, strive for continuous improvement and be actively engaged in exploring new ideas and concepts;
- Designing, developing and sustaining communities of interest and practice;
- Creating, developing and sustaining the flow of knowledge, policies and standards;
- Understanding the breakthrough skills needed to leverage virtual teamwork and the effective use of social networks;
- Performing cultural and ethnographic analyses, developing knowledge taxonomies, facilitating knowledge audits, and performing knowledge mapping and needs assessments;
- Capturing, evaluating and using best-known practices to transfer best practices;
- Moderating focus group/discussion;
- Consulting on group process;
- Developing research and implementation strategies for knowledge management, information management, document and records management and data management;
- Managing change knowledge initiatives and retrieval of critical archived information.
- Collecting, crating, receiving and/or capturing information;
- Organizing, using, and/or disseminating information;
- Maintaining, storing and/or preserving information;
- Disposing of information;
- Coordinating management of an organization's information-based resources, including its information holdings and investment in technology;
- Planning, directing and controlling all of the organization's information-based resources to meet corporate goals and to deliver programs and services;
- Coordinating of information storage requirements and interface with Information Technology;
- Providing Document and Records management;
- Coordinating Access to Information and Privacy Act requirements;
- Conducting subject-specific research in the archival holdings of federal departments and agencies;
- Producing professional research reports based on detailed research into federal records;

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- Developing, organizing, monitoring, conducting and reporting on sustained archival research projects;
- Identifying, classifying, archiving, preserving, and destroying records;
- Responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including the processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records.
- Managing a library or a library service;
- Cataloguing, indexing and classifying information audio-visual and electronic documents;
- Organizing and maintaining “virtual” services;
- Establishing and implementing metadata standards and guidelines;
- Analyzing and reporting on the effectiveness of the implementation of information management standards;
- Identifying and analyzing content management issues and providing recommendations to management for improvement;
- Delivering research and reference services;
- Searching online systems and the web to find information;
- Delivering library services;
- Providing advice and guidance in the field of Recordkeeping as relates to Capacity Building, Legacy Records Management and e-Records Sustainability;
- Providing advice and guidance in the field of Recordkeeping as relates to the implementation of Recordkeeping policy, regulations and legal requirements;
- Providing assistance in the monitoring and evaluation of the Recordkeeping policies and regulations;
- Assessing the readiness of a policy, program or initiative to be evaluated;
- Planning specific evaluations or related studies of individual or clusters of programs, policies or initiatives;
- Developing terms of reference for evaluation projects;
- Preparing logic models, program theories/theories of change or assessment tools;
- Constructing work plans, including evaluation planning reports or frameworks and associated methodologies;
- Developing, testing and implementing evaluation methods and data collection tools (including surveys, interview guides, focus group discussions, case studies);
- Collecting and analyzing both qualitative and quantitative data (including socio-economic and statistical analysis, collecting baseline data, conducting impact analysis);
- Assessing the relevance and performance (including impact, efficiency and cost-effectiveness) of programs, policies or initiatives;
- Validating evaluation approaches, methodologies, findings, conclusions and recommendations, using methods such as but not limited to: validation with participants, organizations and conduct of expert panels or peer reviews;
- Developing evaluation reports or associated products (briefing note, deck, technical report) containing findings, conclusions and recommendations, and undertake report validation and consultations where appropriate and requested;
- Conducting and writing synthesis or meta-evaluations;
- Aid in the compilation, analysis and dissemination of findings, lessons learned and best practices;
- Briefing evaluation staff and program management on major results and findings, including preparation of presentations;
- Aid in writing other materials, documents, tools and instruments related to the work;
- Planning and designing performance measurement frameworks in support of departmental Strategic Outcomes and Program Activity Architectures or performance measurement strategies in support of program monitoring and evaluations, including identifying associated performance measures in accordance with Treasury Board policies and Treasury Board Secretariat guidance and directives;

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- Assessing the adequacy of current performance measurement frameworks and performance measures in federal organizations and the capacity of organizations to create and maintain on-going performance measurement systems at the level of the organization as a whole or at the program, initiative or project level;
- Developing conceptual frameworks, methodological approaches and designs for performance measurement of projects, programs, services, organizations/institutions, policies and initiatives;
- Developing performance measurement indicators/measures/benchmarks and tools and instruments for project, program, institutional, or policy monitoring, reviews, or on-going assessments;
- Providing performance measurement advice and support (e.g. support managers to identify, track and report on results throughout the life cycle of projects, programs, services, policies or initiatives), including providing training or information sessions to build capacity within the organization and assist program management with the establishment of an appropriate ongoing performance measurement system;
- Compiling, analyzing and/or interpreting performance data and preparing performance reports;
- Research performance measurement uses and practices in other jurisdictions (includes provincial and international jurisdictions);
- Providing orientation on their field of expertise to a range of target groups (e.g. program managers, evaluators, corporate planners) including details on key issues in the field and details on best practices in terms of performance measurement and evaluation in those fields;
- Advising on the design of new or adequacy of existing a) performance measurement frameworks in support of departmental Strategic Outcomes and Program Activity Architectures or b) performance measurement strategies in support of program monitoring and evaluation, including identifying appropriate performance measures and related technical elements (e.g. performance metrics and targets, data sources, and frequencies for data collection) in accordance with Treasury Board policies and Treasury Board Secretariat guidance and directives;
- Advising on the capacities, skills and resources needed in federal organizations to create, implement and maintain on-going performance measurement systems at the level of the organization as a whole or at the program, initiative or project level;
- Advising on conceptual frameworks, methodological approaches and designs for performance measurement of and evaluation of projects, programs, services, organizations/institutions, policies and initiatives in those fields;
- Providing field-specific performance measurement advice (e.g. support managers to identify, track and report on results throughout the life cycle of projects, programs, services, policies or initiatives), including providing training or information sessions to build capacity within organization and assist program management with the collection and interpretation of performance measurement data;
- Analyzing and/or interpreting performance data and preparing performance reports;
- Researching field-specific performance measurement uses and practices in other jurisdictions (includes provincial and international jurisdictions);
- Conducting comparative analysis and advising on best practices, including benchmarking performance, international comparisons and case studies;
- Providing subject-matter advice to assist in the:
 - Assessment of the readiness of a policy, program or initiative to be evaluated;
 - Scoping and planning of specific evaluations or related studies of individual programs, policies or initiatives;
 - Preparation of logic models, program theories, literature reviews or assessment tools;
 - Constructing of work plans, including evaluation planning reports or frameworks and associated methodologies;

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- Developing, testing and implementing of evaluation methods and data collection tools;
 - Collection and analysis of relevant data (including socio-economic and statistical);
 - Assessment of relevance and performance, including impacts, efficiency and cost-effectiveness of programs, policies or initiatives;
 - Assessment of program governance and management (including assessing risk management and controls, decision-making, planning, development and implementation, transparency and accountability);
 - Developing evaluation reports containing findings, conclusions and recommendations, and undertake report validation and consultations where appropriate and requested;
 - Conducting and writing of synthesis or meta-evaluations;
 - Compilation, analysis and dissemination of findings, lessons learned and best practices;
 - Briefing of program and senior management on major results and findings, including preparation of presentations;
 - Development of other materials, documents, tools and instruments related to the work; and
 - Review of the components of evaluations such as primary and secondary data collection activities, surveys, special studies, literature or document reviews, applied statistical analysis and the development of background or analytical discussion papers on program theory and/or alternatives.
- Validating evaluation approaches, methodologies, findings, conclusions and recommendations, using methods such as (but not limited to) validation from a technical expert standpoint;
 - Participating on peer review or similar panels for evaluations or act as an third- party reviewer of draft evaluation products;
 - Advising on sensitivities in their specific fields (e.g. on working with groups of 'at-risk' stakeholders) and issues related to ethics and values related to performance measurement and evaluation;
 - Facilitating connection to other key experts in the field as required for performance measurement or evaluation purposes;
 - Encouraging group members to participate and interact productively and guide the group through an effective process;
 - Facilitating strategic and operational planning;
 - Facilitating team building sessions;
 - Facilitating knowledge transfer, coaching and skills development;
 - Utilizing tools and techniques to engage participation such as (but not limited to) brainstorming session, role playing, walk-thrus,;
 - Facilitating large and small groups;
 - Providing electronic facilitation services;
 - Moderating group discussions;
 - Stimulating a constructive and clear exchange of ideas among the members and promoting feedback;
 - Redirecting group members to carry on with an interaction when tangents occur.
 - Timekeeping to ensure that the planned agenda is completed prior to the end of the allotted time or in accordance with an agreed to modifications by the group;
 - Guiding a group to consensus and desired outcomes;
 - Planning and preparation of the session such as understanding the clients needs, predefine the approach and techniques to be used and develop event plan;
 - Promoting group participation, mutual understanding and shared responsibilities among the group by fostering open participation with respect for client culture, norms and participant diversity;

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- Providing end to end facilitation which may involve physical arrangements, delegating program committees, visual materials, defining the agenda, establishing goals, structure and strategy of the sessions, closeout activities;
- Draft and finalize reports on the results and conclusions of facilitated sessions and prepare and deliver presentations based on facilitated sessions such as lessons learned reports; and
- Working with different levels of hierarchy within an Organization on a national level

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3. PROJECT MANAGEMENT SERVICES STREAM

The required services may include, but are not limited to the following:

- Assisting project team in all management activities including financial, planning and contracting aspects;
- Providing administrative and technical support of a clerical nature as required to a project team;
- Assisting in performing such tasks as maintaining project documentation and records;
- Acting as the first point of contact in a "hot-line" situation by accepting incoming calls, logging calls, attempting to resolve simple problems and following established procedures for more difficult problems;
- Tracking project change requests;
- Maintaining and updating relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence;
- Communicating with project management on administrative matters related to the project;
- Receiving incoming mail (both hard copy and e-mail), prioritizes, assesses urgency, sets deadlines;
- Developing/maintaining bring forward (BF) and other control systems for action items;
- Researching and locating background information, analyzes, extracts relevant information and writes summaries; and
- Maintaining and tracking financial transactions, enters commitments and expenditures into the projects financial budget;
- Planning and coordinating project management activities including financial, planning and contracting aspects;
- Planning and organizing a project management office;
- Giving briefings on progress and concerns of project;
- Coordinating and preparing documentation in response to scheduled and unscheduled reports, returns and observations to update management on project progress;
- Planning and coordinating the activities of project personnel, internal customers, contractors and other support providers;
- Preparing formal work breakdown structure and compliance charts;
- Producing draft plans and sections for incorporation into the Project Implementation Plan;
- Preparing draft evaluation plans, criteria and evaluation schedules;
- Defining and documenting development team objectives;
- Determining and obtaining budgetary requirements, composition, roles, responsibilities and terms of reference for the team;
- Planning, directing and controlling the activities of a project team within scheduled time and cost parameters;
- Monitoring the design, implementation and operations start up of the project against established goals, objectives and milestones;
- Meeting with stakeholders and other project managers and stating problems in a form capable of being solved;
- Preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems;
- Working with a variety of project management tools;
- Formulating and managing project plans by defining deliverables, identifying key milestones, reviewing project progress, and engaging in ongoing risk management;
- Coordinating and directing project team(s) in order to meet project objectives for content, quality, costs, and schedules;

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- Developing project control and reporting procedures and managing changes in operational plan;
- Conducting post project reviews / lessons learned;
- Contributing to the organization's strategic and business planning initiatives (*e.g., identifying strategic goals and objectives and implementing initiatives to achieve them, Policy Development, Standards Development and Program Review*);
- Assuming leadership at the appropriate phases of planning, action, and evaluation;
- Recognizing and taking action on opportunities to combine professional resources through partnering arrangements (*e.g., multi-disciplinary practices*);
- Contributing to development of organizational vision and mission;
- Coordinates, drafts and prepares for signature formal project documents and reports;
- Assessing the organization's capacity/capability to undertake and successfully deliver a project in the context of the overall program or portfolio program or portfolio priorities through strategic planning;
- Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives;
- Assisting in the prioritization and assignment of projects within the program/portfolio;
- Managing several Senior Project Managers, each responsible for an element of the project/program/portfolio and it's associated team (*e.g. project and financial management*);
- Meeting with organizational executives to ensure all organizational (internal and external) stakeholders are committed to moving forward on the project (*e.g. opportunity evaluation*);
- Formulating statements of problems; establishing procedures for the development and implementation of significant, new or modified project, program or portfolio elements to solve these problems, and obtaining approval thereof;
- Managing the implementation of a project/program/portfolio to identify, analyze, plan, track and control progress on a continuous basis;
- Making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations (*e.g. policy development and standards development*);
- Preparing and presenting findings, status and other relevant matters;
- Overseeing the development of a Project Business Case (*e.g. business planning and program review*);
- Managing Program changes in accordance with the change management process;
- Motivating the team to ensure commitment to the program's objectives.
- Specifying the general requirements of the project;
- Developing project alternatives and identifying their administrative, economic, and technical feasibility and practicality; and associated policy and organizational change requirements;
- Planning, directing, and controlling the activities of a project team within scheduled time and cost parameters;
- Producing overall project plans and obtaining approval of preliminary analysis;
- Updating and providing briefings to upper management on progress and concerns of the project
- Developing and maintaining project schedules, documentation and a Master Schedule of all projects and resources if more than one project;
- Tracking the progress of the project including cost and schedule controls;
- Documenting issues and resolutions related to the project scheduler;
- Communicating verbally and in writing with the Project Manager and if necessary with stakeholders to input modifications to the project schedule;
- Communicating with the Project Manager and if necessary with stakeholders regarding project status and deliverables;
- Informing management of Project status and direction;
- Contributing to the development and management of process and procedures used in Operations;
- Documenting and managing project and financial records as appropriate.

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- Developing, deploying and evaluating policies, procedures, standards, initiatives, metrics, forms and tools for the quality management system;
- Verifying and confirming if the quality management system's process assets (policies, procedures and standards) are being adhered to;
- Leading process improvement initiatives, and facilitating/coaching teams which are performing process improvement initiatives;
- Managing and monitoring all aspects of the Quality Management System;
- Conducting conformance audits of the Quality Management System. Reporting results and recommending appropriate corrective actions to deal with the non-conformances;
- Tracking and reporting on the implementation of corrective actions. Confirming that corrective actions effectively addressed the root-causes of the non-conformances;
- Contributing to the development and implementation of an integrated approach to quality, risk and performance management for the organization;
- Providing leadership and support to the design, implementation and evaluation of performance/quality measurements of clients products/services (Program assessment/ranking and reporting, performance measurement capacity building, business performance/excellence)
- Using multiple Quality Management methodologies and tools to address the organization's business needs (Measurement and management of organizational performance);
- Developing process management by application of continuous improvement methodology;
- Preparing reports concerning the capabilities, strengths and weaknesses of the Quality Management Systems for internal or external publication which could be communicated to project management team through oral or written presentations (Basic statistical analysis techniques, questionnaire design and survey analysis. Ability to influence others, at all levels in the organization);
- Liaising with and interviewing quality management specialists from other organizations.
- Conducting risk assessments and evaluating potential risk and losses;
- Identifying project and procurement risks;
- Reviewing and auditing claims;
- Recommending alternative solutions, methodologies and strategies for risk mitigation and management;
- Assisting in prioritization and assignment of risks;
- Assisting in the development and/or implementation of Risk Management Plans;
- Developing and managing the implementation of Risk Management Plans (safety programs) to identify, analyze, plan, track, evaluate and control project risks on a continuous basis throughout the project life cycle;
- Coaching, mentoring and training project teams in risk mitigation techniques;
- Developing and implementing business continuity plans;
- Developing crisis and emergency communication and/or management planning strategies;
- Reviewing the organization's insurance and risk management programs and making recommendations regarding coverage improvements, administration, loss control and financing mechanisms;
- Providing leadership and support to the design, implementation and evaluation of clients products/services performance measures, risk management and risk mitigation strategies;
- Documenting process improvements;
- Preparing reports for internal or external publication (Corporate Services, Policy, Communications)
- Liaising with and interviewing stakeholders, as required, to obtain, clarify and exchange information, in-order to co-ordinate and manage the Risk Assessment Process;
- Identifying, confirming and documenting the risk tolerance for the process, project, program, or strategic risk and using this tolerance to guide all analysis, assessment and recommendations undertaken or produced;
- Identifying, confirming and documenting the objectives and priorities specific to the process, project, program or strategic direction being assessed, feasibility studies;

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- Identifying relevant risks and opportunities (including, but not limited to, economic, political, operational, legal, reputation, technical, organizational, accounting, banking and social risks) that threaten the objectives and priorities;
- Utilizing both quantitative and qualitative techniques, as appropriate, to assess the likelihood that a risk event will occur; and/or the impact if the risk event occurs;
- Recommending a ranked-order for risks and opportunities identified;
- Recommending and documenting suggested Risk Responses necessary to manage the likelihood and/or impact of the identified risks;
- Performing Control Risk Assessments and analysis, which may include statistical sampling and analysis of existing controls;
- Assisting with the on-going monitoring of risk and assisting with the implementation of risk response/mitigation strategies;
- Preparing draft and finalized risk assessments, briefing notes, presentations and papers related to risk management, and developing and updating risk management plans;
- Providing advice with respect to risk management best practices and providing guidance and direction to assist in managing risk.
- Planning and coordinating procurement activities including financial estimates, business requirements and contracting options (project procurement management, cost and estimate Management, sole source versus RFP process,);
- Providing briefings on progress and concerns of procurement (Contract process management);
- Planning, coordinating, preparing and controlling documentation for procurement plan and process, depending on method of procurement;
- Planning and coordinating the activities of project contractors and other support providers (Procurement integration in Project Management);
- Preparing, reviewing and/or finalizing Statement of Work for potential procurement;
- Preparing draft selection methodologies, evaluation plans, evaluation criteria (mandatory and point rated) and evaluation schedules for procurement;
- Developing, planning, analyzing, evaluating and prioritizing deliverables and requirements (Bid evaluation);
- Monitoring the implementation and operations of the contract against established goals, objectives and milestones;
- Reporting progress of the project/contract on an ongoing basis and at scheduled points in the lifecycle;
- Identifying potential problems and propose solutions;
- Ensuring management staff is provided with timely and accurate project information and status updates;
- Developing and implementing procurement control, monitoring of system contract delivery and continuing service delivery and reporting procedures and managing changes;
- Conducting post procurement reviews and contractor evaluations / lessons learned;
- Leading or participating in negotiations and developing procurement process and/or business process maps.
- Planning and coordinating financial management activities including financial estimates and business requirements;
- Evaluating financial management procedures;
- Conducting cost benefit analysis and life cycle costing (Cost and estimate Management);
- Developing business plans;
- Developing models to carry out cost analysis of the resources required to perform specific inspections related to a project (Project Management);
- Performing risk analysis;
- Determining the resources required for implementation of projects such as acquisition costs, operation and maintenance costs and both recurring and non-recurring costs;

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- Assisting in developing costs for specific activities such as: direct project costs, project support overhead, corporate and administrative (C&A) overhead, costs of products and services, and other related costs (Financial accounting)
- Planning, acquiring, and controlling the use of funds so as to meet the goals of an organization and maximize its value (Procurement integration in Project Management, contract process management);
- Identifying an organization's financial and non-financial objectives so as to improve its performance, determining whether those objectives are being effectively achieved;
- Developing and modifying business cases and financial plans for the future.
- Following-up on projects, major Crown projects and/or sensitive or complex project initiatives, where Canada requires a third party opinion.
- Assisting project management professionals in project monitoring and coordination;
- Providing administrative and technical support as required to the project team;
- Participating in meetings with project management professionals and other stakeholders (internal and external) to ensure project is progressing, project goals are being met and expected results are being achieved;
- Ensuring project and contract activities, deliverables, milestones, timelines and financial commitments are tracked and commitments are being fulfilled;
- Communicating and coordinating meetings with project management professionals and other executive and customer stakeholders on matters related to the project;
- Performing a liaison role amongst all project management, executives and customer stakeholders;
- Preparing monthly, quarterly, yearly financial and project reports and other project monitoring reports to management and executives;
- Preparing annual reports, project progress reports, results achieved reports, lesson learned documentation and recommendations for improvement documentation at the executive level.
- Analyzing material, such as specifications (technical Statement of Work/Requirement), notes, drawings, writing manuals, user guides and other documents to explain the requirement clearly and concisely;
- Modifying, validating and compiling documents such as technical publications in general, specifications, equipment and system data lists, drawings etc.;
- Gathering information, analyzing the subject and the audience, and producing clear documentation;
- Studying existing material and interviewing Stakeholders;
- Creating accurate, complete and concise documentation to communicate the needs of the requirement;
- Assimilating and conveying technical material in a concise, effective manner;
- Following governmental publishing guidelines;
- Reviewing documents, drawings and associated data for conformance to established standards.
- Planning, researching and writing manuals, specifications and other non-journalistic articles;
- Design the layout of the documents/manuals;
- Using word-processing, desk-top publishing and graphics software packages to produce final camera ready copy;
- Planning, researching, modifying, assisting, writing and/or reviewing memos, scripts, plays, essays, speeches, manuals and other non-journalistic articles with conformance to established standards;
- Developing and implementing strategic communication plans in geographically dispersed organizations going through an organizational transformation (change management);
- Providing communications consultation advice to support strategic communications initiatives and strategies;
- Creating communications support materials;

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- Developing and implementing creative communication and information products using a variety of tools, techniques and media and selecting an appropriate medium to convey information, ideas, and results;
- Developing and implementing communication strategies and plans;
- Evaluating the outcomes of business activities and processes against objectives and benchmarks, and advising on further action (*e.g., conducting and reporting on gap analysis*);
- Researching, proposing, and implementing models to enhance the effectiveness of performance measures and standards in relation to an organization's strategic plan;
- Coordinating the implementation of performance measures and standards;
- Establishing a performance measurement architecture to ensure that local performance measures are linked to strategic goals and corporate objectives;
- Designing, evaluating, and reporting on internal control systems to ensure that management information is complete and accurate (*e.g., assessing integrity of reporting system*);
- Expressing and exchanging information in a clear and concise manner;
- Ensuring information is communicated to the appropriate people in a timely manner;
- Preparing reports for specific purposes using clear, communicative, and professional language (*e.g., audit reports, management letters, consulting reports, financial reports*);
- Ensuring communications are clearly understood by encouraging and listening to feedback both internally and externally in the organization;
- Structuring external communications to project an appropriate corporate image;
- Ensuring confidentiality with respect to organizational or client information and data;
- Determine target audiences in order to better develop messages;
- Identify and determine communications impediments and barriers;
- Evaluate impacts and benchmark data; and
- Provide advice on matters relating to policy/program development approaches or options and communications planning alternatives (internal or external).

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NEW STREAM

4. REAL PROPERTY PROJECT MANAGEMENT SERVICES STREAM

- Assisting project team in management activities including financial, planning and contracting aspects;
- Providing financial administrative support to suit requirements;
- Assisting with security clearance process;
- Establishing project administration procedures
- Providing administrative and technical support of a clerical nature as required to a project team; Developing document and records management system and control process for project teams; Receiving incoming mail (both hard copy and e-mail), prioritizes and assesses urgency of mail and sets deadlines;
- Acting as the first point of contact in a "hot-line" situation by accepting incoming calls, logging calls, attempting to resolve simple problems and following established procedures for more difficult problems;
- Participating at project meetings, preparing/distributing minutes and records of decision;
- Providing comprehensive project planning and monitoring, reporting using project plan format;
- Maintaining and updating relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence;
- Communicating with project management on administrative matters related to the project;
- Assisting with the review of project requirements with specialists, other jurisdictional authorities and stakeholders;
- Assisting in the preparation and coordination of documentation in response to scheduled and unscheduled reports to update management of project progress; Providing technical writing support for written reports and presentation decks;
- Assisting in managing request for information (RFI) procedures;
- Providing support to tendering and contracting processes as requested; Supporting start-up construction process (preparation & meeting) by assisting in managing construction logistics: forecast, coordinate work, avoid disruptions to occupants;
- Providing support in the preparation of timely and accurate Contemplated Change Notices (CCN's) and Change Orders (CO's) for approval, tracking and communications;
- Supporting post-construction services and post-construction evaluations;
- Developing project scope, requirement documents, statement of work, participating in client discussions, analysis of functional and operational requirements of the client;
- Preparation of project approval documents (e.g. business cases, feasibility studies, Treasury Board submissions) required for funding or project approval;
- Planning and coordinating the activities of project personnel, contractors or other support providers, including the preparation of preliminary time schedules for project design and implementation;
- Managing architectural/engineering and associated specialists teams, reviewing project costs and resolving variances with predetermined budgets by recommending action and resolving conflicts;
- Planning, directing and coordinating a project management office and its activities within time and cost parameters;
- Preparing formal work breakdown structure and compliance charts;
- Producing draft plans and sections for incorporation into Project Plans;
- Contributing to the organization's strategic and business planning initiatives (e.g., identifying strategic goals and implementing initiatives to achieve them (such as through policy development, standards development and program review);
- Recognizing and taking action on opportunities to combine professional resources through partnering arrangements (e.g., multi-disciplinary practices);

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- Planning facilitation workshops that address strategic planning, teambuilding, positive-centred learning or conflict management, conducting stakeholder interviews. Preparing workshop material, facilitating the workshop, and on-going partnering process management;
- Preparing or managing of project documents, such as project charter or plan, client statement of work, investment analysis report, feasibility study, terms of reference, value engineering, lifecycle analysis, commissioning plan or lessons learned;
- Establishing and reviewing project and construction implementation strategies including, lump sum, phased, construction management, design-build and public-private partnerships;
- Coordinating consultants retained separately to ensure an integrated design (for example, geotechnical, seismic and environmental designs, functional program and fit-up/office planning);
- Briefing consultants and contractors on roles, responsibilities and guidelines for contract administration and on-site behavior;
- Developing an updated Project Plan, noting constraints, assumptions, inclusions and exclusions after review with stakeholders;
- Coordinating Value Engineering exercises or other strategies aimed at integrated design solutions and cost management; ensuring the review and implementation of outcomes from these processes;
- Maintaining the design change management process that records changes to the scope of work;
- Monitoring the design, implementation and operations of the project against established goals;
- Reporting progress of the project on an ongoing basis;
- Assisting in the preparation of recommendations to engage or commission consultants, preparing consultant Request for Proposal (RFP) documents and reviewing and evaluating consultant proposals;
- Reviewing monthly progress claims from consultants for compliance with consultant agreements and recommending payments;
- Analyzing project schedules including contractor or consultant deliverables and determining whether corrective action is required to meet deadlines;
- Attending construction site meetings, providing input on interpretation of contract plans and specifications while ensuring that consultants or contractors fulfill their responsibilities under their respective agreements;
- Preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems;
- Managing and planning moves, including furniture coordination, cabling and signage procurement and verification;
- Coordinating and preparing documentation in response to scheduled and unscheduled reports, returns and observations to update management on project progress;
- At substantial completion, participating in inspections or acceptance boards: inspecting the work, evaluating amounts withheld due to deficiencies, accepting the work on behalf of client, recommending issuance of the interim certificate and payment to the contractor;
- Incorporating final reports into the Project Plan, including details of outstanding issues, warranties and obligations of consultants or contractors, posting project reviews and lessons learned;
- Ensuring that deficiencies and incomplete work are identified, managed, corrected and accepted as complete promptly; recommending issuance of final completion certificate;
- Developing and maintaining various systems for the management and control of the project in a manner compatible with client standards and guidelines. This includes financial, approval tracking, change management, communications, and security protocol for project staff and records management system.
- Assessing the organization's capability to undertake and successfully deliver a project in the context of the overall program or portfolio priorities through strategic planning;
- Specifying the general requirements of the project: developing, verifying and gaining acceptance of the project scope, budget, schedule and scope change control;

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- Assisting in the prioritization and assignment of projects within a larger program or portfolio of projects;
- Managing several Senior Project Managers, each responsible for an element of the project or program or portfolio and its associated team (e.g. project and financial management);
- Identifying and assigning project roles, responsibilities and reporting relationships, developing work plans, ensuring adequate human resources, and developing a productive team environment;
- Providing advice and leadership in the development and assessment of potential options on project development, recommending a preferred option and developing an implementation strategy through the preparation of a business case or feasibility study;
- Meeting, negotiating and gaining support from internal and external organizational stakeholders (e.g. senior government executives, private-sector interests, municipal interests, community groups, etc.);
- Developing project alternatives and identifying their administrative, organizational, economic, or technical feasibility;
- Assisting in obtaining required project approvals from relevant stakeholders (internal approval, zoning, heritage, etc.) including the review and interpretation of municipal by-laws;
- Undertaking due diligence activities for the acquisition or disposal of property (e.g. highest & best use studies, site selection studies);
- Developing real property master plans, detailed site development plans or land use plans analyzing development initiatives (e.g. transportation or servicing studies, analysis of traffic, parking, pedestrian activity, transportation demand management or other urban planning issues);
- Preparing offer call documents to be used in property acquisition or disposal;
- Examining and making recommendations concerning land title issues;
- Identifying, obtaining and managing environmental approvals, permits or licenses;
- Managing the implementation of a project or program to identify, analyze, plan, track and control progress on a continuous basis;
- Reviewing and accepting (or requesting changes to) the overall planning, design development and implementation process, including feasibility, environmental, infrastructure, conceptual designs, the associated class of cost estimate, project scheduling project changes, issues management and approval documents;
- Preparing life-cycle cost estimates using the discounted cash-flow method and sensitivity analysis;
- Managing program changes in accordance with the change management process;
- Developing risk management plans;
- Managing safety as an integrated part of the construction project following accountability frameworks and documentation to ensure consistency of practice and due diligence;
- Developing a Communications Plan that outlines the claims resolution process;
- Developing a Communications Plan, press releases and questions and answers to media lines of inquiry;
- Assisting in organizing media events or building tours for the public or senior management;
- Producing camera-ready graphics of communication material or information panels for on-site exposition;
- Identifying project activities and creating and maintaining the project schedule, establishing a time control system, monitoring progress (including cost and schedule controls) and responding to variances;
- Formulating and maintaining master schedule of all activities and resources by defining deliverables, identifying key milestones and deadlines, reviewing project progress, and engaging in ongoing risk management. Identify (seasonal, site or client) specific impacts on timelines, timelines for work processes and approval periods to master schedule;
- Developing detailed cash flows as the project progresses to illustrate the sequencing of work and the inter-related activities;

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- Communicating verbally and in writing with the Project Manager and with stakeholders to input modifications to the project schedule or the project Work Breakdown Structure;
- Visiting the site and providing timely input to update the Master Schedule Plan;
- Preparing an optimized project schedule, using Critical Path Methodology, to identify measures to shorten total project duration;
- Reviewing and monitoring overall project schedule on a regular basis using information provided from the project team; mitigate schedule delays as required.
- Maintaining schedule tracking and change management records;
- Documenting issues and resolutions related to the project schedule;
- Communicating with the Project Manager, management team or stakeholders regarding project status and deliverables using logic diagrams, bar charts and narrative reports; Contributing to the development and management of process and procedures used in operations;
- Preparing a cost and cash flow estimate (eg., identifying the resources, levels of effort and related costs) required for the project;
- Forecasting costs for specific activities such as: direct project costs, project support overhead, corporate or administrative overhead, costs of products and services, leasing costs;
- Assisting with cost control using problem solving techniques such as life-cycle analysis, value engineering, risk analysis or early estimation (elemental cost analysis);
- Analyzing trends in the real estate or construction markets and forecasting the impact of such trends on project costs;
- Monitoring actual or expected costs against previously budgeted costs and preparing variance analysis (e.g. analyzing and reporting on costs to complete projects and actions to be taken to stay on budget including the state of risk allowances, reserves or contingencies);
- Preparing discounted cash-flow analysis including sensitivity analysis;
- Preparing value-for-money calculations using Monte Carlo Simulation;
- Preparing historic or pro forma financial statement or ratio analysis (based on financial, employment, spatial or other data);
- Providing a review of a financial analysis prepared by a different party;
- Evaluating financial management procedures;
- Reviewing submissions prepared by consultants or contractors relevant to financial activities;
- Developing business plans or financial plans;
- Providing input to update the Master (baseline) Cost Plan through:
 - Site inspections;
 - Assessing the project design and budgets;
 - Ensuring a common understanding of all contingencies or allowances;
 - Comparing and reconciling previous project budgets with the current budget.
- Providing approved budget, forecast, variances, actuals, billings, payments;
- Assisting with cost planning including:
 - Participating in cost planning of project options and “what if” scenarios;
 - Providing advice on cost planning in order to coordinate ongoing project procurement activities with information within the organization’s financial system;
 - Identifying and quantifying potential risks and making contingency recommendations in order to minimize negative cost impacts;
 - Identifying, forecasting and analyzing project related risks focusing on the presentation, documentation and use of risk allowances or risk reserves or general contingencies.
- Developing a detailed worksheet of sub-project annual funding, forecasts, value of work done over the life of the project;
- Reviewing and monitoring overall project budget on a regular basis using information provided from the project team;
- Highlighting variances and possible mitigation strategies to bring project costs back into budget;

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- Providing regular reports of project cash flow, including forecasted requirements on an as-required basis;
- Evaluating or applying governmental or industry (i.e. Generally Accepted Accounting Principles) methods in financial decision making as they relate to real property;
- Analysis of external economic, land use and real estate market trends (environmental trends);
- Examine and interpret the local and community policies, plans and by-laws;
- Identifying the impact of anticipated environmental trends on an organization's real estate portfolio;
- Developing building or space accommodation standards for an organization;
- Developing organizational policies concerning the use of real property;
- Identifying future space requirements of an organization and analyzing alternative solutions to meet such requirements;
- Preparing profiles of existing building or portfolio condition, performance and utilization;
- Identifying any potential problems a real estate portfolio presents in meeting organizational goals (eg. strengths/ weaknesses/ opportunities / threats analysis);
- Comparing the performance of a portfolio or real property organization with its past performance, private-sector industry or government comparables;
- Developing real property strategies to meet the organization's goals, accommodation requirements or real property "custodial" responsibilities;
- Developing strategies to rationalize or dispose of a group of real property;
- Prioritizing numerous real property projects (eg. maintenance, renovation / retrofit, tenant improvement, disposal, acquisition) in keeping with an organization's strategic goals and abilities;
- Preparing real estate development strategies and real property master plans;
- Preparing land use studies analyzing development initiatives or opportunities (eg. examining transportation and servicing issues);
- Developing a Communications Plan to public and media lines of inquiry;
- Reviewing and analyzing project background data and reports with respect to contract issues, i.e. claims, change orders, schedule reports, delays analysis, disputed issues, etc;
- Providing a complete detailed analysis of the monthly project schedule submissions commencing at the beginning of the project construction;
- Reviewing contractors As Built Critical Path Schedule and compare to the original Baseline Plan/schedule;
- Analyzing where schedule delays occurred and define critical/prime issues and causes (delay events) affecting the end date; impact of extension of time; identify concurrent delays;
- Providing a detailed project Delay Analysis;
- Identifying causes, circumstances and responsibilities (i.e. Contractor, consultant, PWGSC) leading to delays and potential claims;
- Completing a change order analysis, including a review of Contemplated Change Notices (CCN) & Change Orders (CO). Include a history of each CO and identify if delays were caused, the extent and impacts on the end date;
- Establishing costs incurred by the Crown as a result of contractor-caused delays;
- Analyzing delay impact and associated costs resulting from the cumulative effect of numerous change orders;
- Assisting the Project Manager in determining why a contractor is claiming for additional costs that have not been covered by change orders; and
- Providing support in preparation for potential mediation.

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NEW STREAM

5. TECHNICAL, ENGINEERING AND MAINTENANCE SERVICES
STREAM

- Producing engineering drawings;
- Producing data lists;
- Producing illustrated parts breakdown and parts lists;
- Preparing document illustrations;
- Preparing computer aided design;
- Performing machinist services such as milling, turning, grinding, and fabrication on manually and/or computer controlled machines;
- Performing metal manipulation and welding services involving oxy-acetylene, MIG, TIG and/or special metal welding techniques;
- Performing vehicle mechanic and/or technician services involved in the servicing and repair of vehicle systems and subsystems;
- Performing electrician and/or electrical technician services associated with the servicing and repair of vehicle and communications systems within the vehicle;
- Performing optical, and/or optronic servicing and repair of vehicle and communications systems within the vehicle;
- Performing electronic technician services associated with the servicing and repair of vehicle and communications systems within the vehicle;
- Performing installation and operation of test sensors and programmable data recorders used in conjunction with equipment testing;
- Performing optical data acquisition technical services including film and digital photo services, normal and high speed video, and/or x-ray photography;
- Preparing specifications for and carrying out the integration of systems and equipment;
- Conducting technical studies to produce technical options, validate and assess options, assess technical risks and evaluate designs;
- Developing design and prototype engineering solutions to technical problems;
- Maintaining and updating Unsatisfactory Condition Report (UCR) and Technical Failure Report (TFR) data bases. Researching, evaluating and responding to UCR/TFRs in conjunction with field support representatives;
- Producing draft specifications of systems, sub-systems, equipment, interfaces or ancillaries;
- Tailoring military or commercial standards, specifications or practices for incorporation into system specifications;
- Producing draft technical evaluation plans and evaluation standards;
- Generating and/or evaluating test plans, procedures and reports;
- Conducting specialized electromagnetic compatibility (EMC) studies, producing acceptable EMC standards and test procedures and evaluating EMC / electromagnetic interference (EMI) test results;
- Designing programmable data acquisition, test sensors and recorders used in conjunction with equipment testing;
- Developing simulation and analytical models and utilizing the models for system and sub-system development and assessment;
- Preparing airworthiness certification management plans;
- Managing the planning, coordination, documentation and engineering efforts connected with the airworthiness certification of modifications to air systems;
- Proposing and/or analyzing engineering change proposals, estimating costs / risks and making recommendations;
- Preparing budgetary estimates for the completion of technical programs;
- Preparing space and weight budgets for installations, assessing proposed designs, evaluating prototypes and developing acceptance tests for user hand over;

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- Preparing drawings, data packages and systems manuals;
- Preparing interface standards and integration plans for the utilization of current and new systems/equipment;
- Reviewing and making recommendations on work proposals;
- Participating in planning meetings and technical reviews relating to the design, application management and support of software sub-systems;
- Designing, testing and modifying hardware interfaces to digital computers. Confirming the correct functioning of hardware/software interfaces;
- Preparing specifications and statements of work for the procurement of systems;
- Developing quality assurance and configuration management plans and practices;
- Conducting MA&S process and sub-process assessments and re-engineering;
- Tracking, correcting and recording system and equipment configuration status and/or conformance;
- Preparing business cases, i.e. cost/benefit analysis;
- Developing and assessing maintenance strategies, plans and support requirements;
- Providing equipment project management services; developing environmental protection standards, practices or policies;
- Preparing and reviewing instructions and procedures regarding the appropriate handling, clean-up, protective clothing and safety measures to deal with hazardous materials. Developing or obtaining specifications such as material Safety Data Sheets for hazardous materials that are new to the project;
- Conducting environmental or hazardous material assessments of equipment and systems. Assessing the toxicological impact of materials. Investigating alternate non-hazardous options;
- Conducting system integration analyses on the organization and processes involved the introduction of and provision of ongoing support to vehicle and (or) communication systems;
- Conducting a detailed derivation of integrated logistic system requirements for vehicle and communication systems within the vehicle and planning for the ongoing support to those systems;
- Planning the conduct of, providing technical guidance to and conducting statistical analysis of reliability, maintainability, availability and dependability (RAMD) tests of vehicle and communication systems within the vehicle;
- Managing the planning, coordination, documentation and engineering efforts connected with the configuration management of vehicle and communication systems within the vehicle;
- Designing, planning, implementing and modifying quality assurance programs within manufacturing, processing or distribution systems;
- Providing human factors engineering (ergonomics) services (physical and cognitive);
- Conducting the human factors engineering process such as planning, analysis, design, test and evaluation, fundamentals and facilities of various environmental systems;
- Conduct reviews of structural designs to ensure compliance with appropriate specifications, standards and guidelines;
- Perform structural engineering analyses in the area of traditional stress analysis, preliminary design, finite element analysis, damage tolerance assessments ,loads derivation, structural dynamic response and/or fracture mechanics analysis;
- Preparing design documentation in support of structural engineering services , including draft stress reports, manufacturing drawings and/or design drawings;
- Sign-off (stamp) for final approval of technical documentation.
- Preparing new clothing technical specifications, manufacturing data, purchase descriptions, production drawings, sealed samples and revising existing specifications, drawings, and evaluation of existing sealed samples;
- Supporting the design and development of clothing;
- Reviewing and analyzing vendors and manufacturers clothing samples and testing results for compliance with given specifications and testing standards;
- Establishing clothing technical databases for materiel and information management;

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- Researching technical data to confirm accuracy and (or) currency and updating specifications, as required on these findings;
- Preparing Statements of Work for the design and purchase of prototypes and (or) samples;
- Investigating Unsatisfactory Condition Reports, Material Authorization Change Requests, Design Change/Deviation Requests, Requests for Waiver, Technical Failure Reports, etc. to determine their legitimacy and to make recommendations for reply;
- Preparing clothing displays to meet requirements for conferences, exhibitions, briefings and meetings;
- Converting existing engineering drawings to new drawings utilizing commercial software applications for incorporation into specifications;
- Recommending revision of clothing scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;
- Investigating designs, materials and processes and recommending solutions to identified technical problems through literature searches and in consultation with industry and technical experts;
- Supporting preparation of plans for development and (or) assessment of new requirements or items including laboratory, engineering, and field trial protocols
- Evaluating prototypes and commercial products to determine suitability;
- Evaluating clothing against technical specifications;
- Preparing or revising clothing information manuals and instructor manuals;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for clothing;
- Supporting compliance of environmental regulations regarding use and disposal of clothing;
- Supporting clothing stock reviews and recommending disposal or reassignment;
- Supporting preparations of maintenance/supply/repair and overhaul procedures and update notifications;
- Preparing new clothing technical specifications, manufacturing data, purchase descriptions, production drawings, sealed samples and revising existing specifications, drawings, and evaluation of existing sealed samples;
- Supporting the design and development of textiles;
- Reviewing and analyzing vendors and manufacturers textile samples and testing results for compliance to given specifications and testing standards;
- Establishing textile technical databases for materiel and information management;
- Researching technical data to confirm accuracy and (or) currency and updating specifications, as required on these findings;
- Preparing Statements of Work for the design and purchase of prototypes and (or) samples;
- Investigating Unsatisfactory Condition Reports, Material Authorization Change Requests, Design Change/Deviation Requests, Requests for Waiver, Technical Failure Reports, etc. to determine legitimacy and make recommendations for reply;
- Supporting textile stock reviews and recommending disposal or reassignment;
- Preparing clothing and personal protection equipment displays to meet requirements for conferences, exhibitions, briefings and meetings;
- Converting existing engineering drawings to new drawings utilizing commercial software applications for incorporation into specifications;
- Recommending revision of clothing scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;
- Supporting preparation or revision of textile information manuals and instructor manuals;
- Investigating designs, materials and processes and recommending solutions to identified technical problems through literature searches and in consultation with industry and technical experts;
- Supporting preparation of plans for development and (or) assessment of new requirements or items including laboratory, engineering, and field trial protocols;
- Evaluating prototypes and commercial products to determine suitability;
- Evaluating textile against technical specifications;

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- Supporting compliance of environmental regulations regarding use and disposal of textiles;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for textiles;
- Preparing new clothing technical specifications, manufacturing data, purchase descriptions, production drawings, sealed samples and revising existing specifications, drawings, and evaluation of existing sealed samples;
- Reviewing and analyzing vendors and manufacturers personal protection equipment samples and testing results for compliance to given specifications and testing standards;
- Establishing personal protection equipment technical databases for materiel and information management;
- Preparing Statements of Work for the design and purchase of prototypes and (or) samples;
- Supporting the design and development of personal protection equipment;
- Investigating Unsatisfactory Condition Reports, Material Authorization Change Requests, Design Change/Deviation Requests, Requests for Waiver, Technical Failure Reports, etc. to determine legitimacy and make recommendations for reply;
- Converting existing engineering drawings to new drawings;
- Utilizing commercial software applications for incorporation into specifications;
- Supporting personal protection stock reviews and recommending disposal or reassignment;
- Preparing personal protection equipment displays to meet requirements for conferences, exhibitions, briefings and meetings;
- Recommending revision of personal protection equipment scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;
- Supporting preparation or revision of personal protection equipment information manuals and instructor manuals;
- Investigating designs, materials and processes and recommending solutions to identified technical problems through literature searches and in consultation with industry and technical experts;
- Evaluating prototypes and commercial products to determine suitability;
- Supporting preparing plans for development and (or) assessment of new requirements or items including laboratory, engineering, and field trial protocols;
- Evaluating personal protection equipment against technical specifications;
- Supporting compliance of environmental regulations regarding use and disposal of personal protection equipment;
- Supporting preparations of maintenance/supply/repair and overhaul procedures and update notifications;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for personal protection equipment;
- Preparing new clothing technical specifications, manufacturing data, purchase descriptions, production drawings, sealed samples and revising existing specifications, drawings, and evaluation of existing sealed samples;
- Supporting the design and development of NBC personal protection equipment;
- Reviewing and analyzing vendors and manufacturers NBC samples and testing results for compliance to given specifications and testing standards;
- Establishing NBC personal equipment technical databases for materiel and information management;
- Preparing Statements of Work for the design and purchase of prototypes and (or) samples;
- Investigating Unsatisfactory Condition Reports, Material Authorization Change Requests, Design Change/Deviation Requests, Requests for Waiver, Technical Failure Reports, etc. to determine legitimacy and make recommendations for reply;
- Converting existing engineering drawings to new drawings
- Utilizing commercial software applications for incorporation into specifications;
- Supporting NBC personal protection equipment reviews and recommending disposal or reassignment;

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- Preparing NBC personal protection equipment displays to meet requirements for conferences, exhibitions, briefings and meetings;
- Recommending of NBC personal protection equipment revision of scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;
- Supporting preparation or revision of NBC personal protection equipment information manuals and instructor manuals;
- Investigating designs, materials and processes and recommending solutions to identified technical problems through literature searches and in consultation with industry and technical experts;
- Evaluating prototypes and commercial products to determine suitability;
- Supporting preparing of plans for development and (or) assessment of new requirements or items including laboratory, engineering, and field trial protocols;
- Evaluating NBC personal protection equipment against technical specifications;
- Supporting compliance of environmental regulations regarding use and disposal of NBC personal protective equipment;
- Reviewing and analyzing results of periodic testing of gas masks and canisters;
- Monitoring gas masks repair operations to identify tooling/facility shortfalls and investigate and recommending solutions;
- Supporting preparing of maintenance /supply /repair and overhaul procedures and updating notifications;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for NBC personal protection equipment;
- Preparing new clothing technical specifications, manufacturing data, purchase descriptions, production drawings, sealed samples and revising existing specifications, drawings, and evaluation of existing sealed samples;
- Supporting the design and development of handwear/knitted footwear;
- Reviewing and analyzing vendors and manufacturers handwear and knitted footwear samples and testing results for compliance to given specifications and testing standards;
- Establishing handwear/knitted footwear and accessories technical databases for materiel and information management;
- Preparing Statements of Work for the design and purchase of prototypes and (or) samples;
- Investigating Unsatisfactory Condition Reports, Material Authorization Change Requests, Design Change/Deviation Requests, Requests for Waiver, Technical Failure Reports, etc. to determine legitimacy and make recommendations for reply;
- Supporting handwear/knitted footwear and accessories reviews and recommending disposal or reassignment;
- Preparing handwear/knitted footwear displays to meet requirements for conferences, exhibitions, briefings and meetings;
- Converting existing engineering drawings to new drawings utilizing commercial software applications for incorporation into specifications;
- Recommending revision of handwear/knitted footwear and accessories scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;
- Investigating designs, materials and processes and recommending solutions to identified technical problems through literature searches and in consultation with industry and technical experts;
- Evaluating prototypes and commercial products to determine suitability;
- Support preparation of plans for development and (or) assessment of new requirements or items including laboratory, engineering, and field trial protocols;
- Evaluating handwear/knitted footwear and accessories against technical specifications;
- Supporting compliance of environmental regulations regarding use and disposal of handwear/knitted footwear and accessories;

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- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for handwear/knitted footwear and accessories;
- Preparing new clothing technical specifications, manufacturing data, purchase descriptions, production drawings, sealed samples and revising existing specifications, drawings, and evaluation of existing sealed samples;
- Supporting the design and development of footwear;
- Reviewing and analyzing vendors and manufacturers footwear samples and testing results for compliance to given specifications and testing standards;
- Establishing footwear technical databases for materiel and information management;
- Preparing Statements of Work for the design and purchase of prototypes and (or) samples;
- Investigating Unsatisfactory Condition Reports, Material Authorization Change Requests, Design Change/Deviation Requests, Requests for Waiver, Technical Failure Reports, etc. to determine legitimacy and make recommendations for reply;
- Supporting footwear reviews and recommending disposal or reassignment;
- Preparing footwear displays to meet requirements for conferences, exhibitions, briefings and meetings;
- Converting existing engineering drawings to new drawings utilizing commercial software applications for incorporation into specifications;
- Recommending revision of footwear scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;
- Investigating designs, materials and processes and recommending solutions to identified technical problems through literature searches and in consultation with industry and technical experts;
- Evaluating prototypes and commercial products to determine suitability;
- Supporting preparation of plans for development and (or) assessment of new requirements or items including laboratory, engineering, and field trial protocols;
- Evaluating footwear against technical specifications;
- Provision of technical guidance to manufacturers during the production of prototypes that may include plant visits;
- Supporting compliance of environmental regulations regarding use and disposal of footwear;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for footwear;
- Creating and inputting clothing and personal protection equipment new patterns/drawings and revising existing patterns and drawings in the apparel Computer Aided Design (CAD) system;
- Researching technical data to confirm accuracy and (or) currency and updating clothing and personal protection equipment pattern drawings as required;
- Supporting the design and development of clothing and personal protection equipment;
- Reviewing and analyzing vendors and manufacturers clothing and personal protection equipment samples and testing results for compliance to given specifications and testing standards;
- Establishing clothing and personal protection equipment technical databases for materiel and information management;
- Preparing Statements of Work for the design and purchase of prototypes and (or) samples;
- Investigating Unsatisfactory Condition Reports, Material Authorization Change Requests, Design Change/Deviation Requests, Requests for Waiver, Technical Failure Reports, etc. to determine legitimacy and make recommendations for reply;
- Supporting clothing and personal protection equipment pattern and sizing reviews and recommending disposal or reassignment of patterns;
- Preparing clothing and personal protection equipment displays to meet requirements for conferences, exhibitions, briefings and meetings;
- Converting existing engineering drawings to new drawings utilizing commercial software applications for incorporation into specifications;

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- Creating clothing and personal protection equipment scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;
- Supporting preparation or revision clothing and personal protection equipment information manuals and instructor manuals;
- Investigating designs, materials and processes and recommending solutions to identified technical problems through literature searches and in consultation with industry and technical experts;
- Evaluating prototypes and commercial products to determine suitability;
- Supporting preparation of plans for development and (or) assessment of new requirements or items including laboratory, engineering, and field trial protocols;
- Evaluating clothing and personal protection equipment against patterns;
- Supporting compliance of environmental regulations regarding use and disposal of clothing and personal protection equipment;
- Creating clothing and personal protection equipment pattern markers for manufacturers and for evaluation of fabric usage estimates;
- Fabricating prototypes/samples for confirmation of patterns, assembly procedures and upgrading purposes;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for clothing and personal protection equipment;
- Designing, developing and fabricating clothing, personal protection equipment and load carriage prototypes for design acceptance and specification preparation;
- Evaluating clothing and personal protection equipment prototypes from industry to determine construction characteristics and to determine suitability;
- Fabricating clothing and personal protection equipment prototypes to test patterns prior to computerized grading/sizing;
- Supporting evaluation of vendors and manufacturers clothing and personal protection equipment samples for compliance with specified measurements and construction methods;
- Supporting maintenance of specialized equipment used in the construction/fabrication of clothing and personal protection equipment;
- Preparing new clothing technical specifications, manufacturing data, purchase descriptions, production drawings, sealed samples and revising existing specifications, drawings, and evaluation of existing sealed samples;
- Supporting the design and development of badges/insignia/ceremonial accoutrements;
- Reviewing and analyzing vendors and manufacturers badges, insignia and ceremonial accoutrements samples and testing results for compliance to given specifications and testing standards;
- Establishing badges, insignia ceremonial accoutrements technical databases for materiel and information management;
- Preparing Statements of Work for the design and purchase of prototypes and (or) samples;
- Investigating Unsatisfactory Condition Reports, Material Authorization Change Requests, Design Change/Deviation Requests, Requests for Waiver, Technical Failure Reports, etc. to determine legitimacy and make recommendations for reply;
- Supporting badges, insignia and ceremonial accoutrements reviews and recommending disposal or reassignment;
- Preparing badges/insignia/ceremonial accoutrements displays to meet requirements for conferences, exhibitions, briefings and meetings;
- Converting existing engineering drawings to new drawings
- Utilizing commercial software applications for incorporation into specifications;
- Supporting preparation or revision badges, insignia and ceremonial accoutrements information manuals and instructor manuals;
- Investigating designs, materials and processes and recommending solutions to identified technical problems through literature searches and in consultation with industry and technical experts;

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- Evaluating prototypes and commercial products to determine suitability;
- Supporting preparing plans for development and (or) assessment of new requirements or items including laboratory, engineering, and field trial protocols;
- Evaluating badges, insignia and ceremonial accoutrements and insignia against technical specifications;
- Supporting compliance of environmental regulations regarding use and disposal of badges, insignia and ceremonial accoutrements;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for badges, insignia and ceremonial accoutrements;
- Preparing correspondence and documents related to the acceptance/rejection of deliverables;
- Preparing statements of work and item descriptions for inclusion into requests for proposals;
- Providing feedback and (or) data clarification to the project management authority;
- Conducting evaluations of ILS bid proposals and provide feedback and recommendations to the project management authority;
- Working with engineering and procurement to ensure ILS efforts are integrated with other program activities;
- Planning and implementing logistic support elements which include: maintenance tasks, spares, training, technical publications, translation and facilities;
- Preparing and presenting to business units and operational divisions which cover issues of maintenance and supply support;
- Physically assembling complete or partial Technical Data Packages (TDPs) and identifying and actioning deficiencies in data packages of systems and equipment;
- Receiving, logging, taking custody of and acknowledging the receipt of TDPs which describe additions, modifications and/or deletions of technical data;
- Collecting, reviewing and updating configuration management data for input into the environmental configuration management information system;
- Modifying, validating and compiling technical data package lists, that will include:
 - technical publications;
 - specifications;
 - performance test sheets;
 - equipment and system data lists and drawings;
 - repair and overhaul specifications; and
 - other technical descriptors in accordance with Data Technical Descriptions (DTDs) and Data Item Descriptions (DIDs);
- Updating, validating and compiling technical data action notices;
- Reviewing documents, drawings and associated data for conformance to standards; and
- Formatting technical documents.
 - Conducting engineering studies and analysis to provide technical solutions to stated technical/logistic or operational requirements/problems including preparation of Engineering Changes (ECs);
 - Defining standards and criteria related to equipment or systems maintenance;
 - Preparing, modifying or updating specifications and drawings;
 - Converting specifications and drawings to current standards or electronic formats;
 - Preparing, modifying or updating Technical Instructions and Orders;
 - Evaluating existing systems;
 - Performing configuration management;
 - Performing analysis of maintenance, repair and overhaul data;
 - Investigating Unsatisfactory Condition Reports (UCRs) and Technical Failure Reports (TFRs);

ANNEX A - REQUIREMENTS FOR SERVICES

Task and Solutions Professional Services (TSPS)

- Preparing technical statements of requirement, draft specifications and purchase descriptions;
- Preparing data for initial provisioning and repair parts scaling;
- Reviewing the design, development, manufacture, installation and testing of prototype modifications;
- Preparing repair procedures, maintenance schedules and technical data;
- Preparing life-cycle cost estimates;
- Preparing support cost option analysis for systems and equipment;
- Planning, developing, implementing and administering a data management system;
- Performing independent verification and validation services for equipment engineering projects;
- Providing studies and recommendations on application software development standards, methodologies and tools appropriate for the development and maintenance of related software systems;
- Reviewing Repairable Arising Control sheets (RAC) for technical content and making recommendations;
- Reviewing and updating material/equipment specifications; and
- Reviewing disposal certificates, making appropriate recommendations, updating maintenance handbooks, parts list and operating manuals.

Annex B
TSPS Generic Security Requirements Check Lists (SRCLs)

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

The list and details of the 31 pre-approved SRCL's for professional services is available for download from the CPSS website: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/31-eng.html>

General Instructions of Quarterly Usage Report

Introduction

The Government of Canada (GC) requires that Suppliers provide Usage Reports to the Supply Arrangement (SA) and Standing Offer (SO) Authority on a quarterly basis.

Response Due Date

Completion of the report is **MANDATORY** and you are required to return it by the due date indicated below.

Quarter	Period to be Covered	Due on or before
1st	April 1 to June 30	July 15
2nd	July 1 to September 30	October 15
3rd	October 1 to December 31	January 15
4th	January 1 to March 31	April 15

Please ensure that you enable the macros in order to use the complete functionality of this report template.

Information to be Reported

For each Standing Offer or Supply Arrangement or both that the Supplier has been issued, the Supplier must report:

- a) All call-ups issued during the period in question;
- b) All contracts issued during the period in question;
- c) All amendments to call-ups issued during the period regardless of when the original call-up was issued;
- d) All amendments to contracts issued during the period regardless of when the original contract was issued.

Completing the report

- a) Suppliers must complete all applicable portions of the report.
- b) This report has 4 sections identified by the labels of each worksheet on this file. The fields that allow editing are painted in white. Use your mouse to move between required fields. Some fields have pull down lists - you must use only the options presented on the lists provided.
- c) Please do not substitute brochures, catalogues or annual reports in lieu of answers to our questions.
- d) For a specific Standing Offer or Supply Arrangement, if the Supplier is not awarded any call-ups or contracts during the period in question, the Supplier must still complete the Report form provided. In the Utilization Report template, in column E of the sheets titled "SO-Information Sheet" and "SA-Information Sheet", the Supplier must select "None" from the drop down list.

Currency

All monetary values must be stated in Canadian dollars (CDN) and must include all applicable taxes.

Changing the Format

Suppliers must not modify the format of this report. Should you have any suggestions about the format, please forward them by e-mail to:

Learning Services: SPTS.TSPS@tpsgc-pwgsc.gc.ca

Returning the Completed Report

Please e-mail the completed report to:

Learning Services: SPTS.TSPS@tpsgc-pwgsc.gc.ca

Confidentiality

GC will keep your response confidential.

Questions

Should you need further clarification, please forward your questions by e-mail to the following address (do not forget to include your name and phone number):

Learning Services: SPTS.TSPS@tpsgc-pwgsc.gc.ca

Instructions on Completing the Report Form

1) Completion of Organization Profile Sheet

- a) Suppliers must, for each Standing Offer or Supply Arrangement or both issued to them, select their legal name from the drop down list. The template will automatically populate each Standing Offer number or Supply Arrangement number or both that the Supplier has.
- b) Suppliers must provide contact information for the Supplier's primary representative and alternate (if applicable) who was responsible for completing the utilization report template.

2) Completion of SO-Information and SA-Information Sheets

Column C - "Standing Offer Number / Supply Arrangement Number"

General Instructions of Quarterly Usage Report

Supplier must select the appropriate Standing Offer or Supply Arrangement number from the drop down list. System will allow copying and pasting into another cell in this column a Standing Offer or Supply Arrangement number that already exists in the list.

Column D – “Method of Supply”

Supplier can only select from the drop down list. System will allow copying and pasting into another cell in this column a Method of Supply that already exists in the list.

Column E – “New Activity”

If a call-up, amendment to a call-up, contract, or contract amendment has been issued against each specific Standing Offer or Supply Arrangement during the period, the Supplier must choose “Yes” from the drop down list.

If a call-up, amendment to a call-up, contract, or contract amendment has not been issued against a specific Standing Offer or Supply Arrangement during the period, the Supplier must choose “None” from the drop down list. The template will automatically populate the remaining cells in the row.

Column F – “Call-up or Amendment” / “Contract or Amendment”

Supplier must select from the drop down list. System will allow copying and pasting into another cell in this column the reference to “Call-up”, “Contract” or “Amendment”.

Column G – “Call-up N^o” / Contract N^o”

Call-ups or Contracts - Supplier must enter the complete call-up or contract number.

Amendment to a Call-up or Contract - Supplier must enter the complete call-up or contract number that has been amended.

System will allow copying the complete call-up or contract number and pasting into another cell in this column.

Column H – “Amendment N^o”

Supplier must enter the number of the amendment (i.e. “1”, “2”, “3”, etc.).

Column I – “Call-up/Amendment Issuance Date” / “Contract/Amendment Issuance Date”

Date the call-up, contract, amendment to call-up, or amendment to contract was issued must be entered in the form of MM/DD/YYYY.

Column J - “Call-up/Amendment Start Date” / “Contract/Amendment Start Date”

Date the work covered under the call-up or contract is scheduled to start. For amendments to a call-up or contract, the date is the revised starting date for the work. All dates must be entered in the form of MM/DD/YYYY.

Column K - “Call-up/Amendment End Date” / “Contract/Amendment End Date”

Date the work covered under the call-up or contract is scheduled to end. For amendments to a call-up or contract, the date is the revised end date for the work. All dates must be entered in the form of MM/DD/YYYY.

Column L – “Client Department”

Supplier must select the appropriate Department/Agency name from the drop down list. System will allow copying the Client Department name and pasting into another cell in this column.

Column M – “Contact Name”

Supplier must indicate the full name of the contact from the Client Department. System will allow copying the contact name and pasting into another cell in this column.

Column N – “Telephone Number”

Supplier must indicate the full telephone number, including area code, of the contact from the Client Department. System will allow copying the telephone number and pasting into another cell in this column. Telephone numbers must be entered in the form of 5551234567. Entries such as 555-123-4567 will not be accepted.

Column O – “Classification or Consultant Category”

Supplier must select the appropriate Classification or Consultant Category from the drop down list. If the Supplier selects “Multiple Classifications/Categories” from the drop down list, the Supplier must, in the “Comments” column (column R), provide a list of the Classifications/Categories. System will allow copying the Classification/Category and pasting into another cell in this column.

Column P – “Delivery Location”


Supplier must select from the drop down list the appropriate region or Metropolitan Area where the work is being performed. System will allow copying the delivery location and pasting into another cell in this column.

Column Q – “Total Call-up or Amendment Value” / “Total Contract or Amendment Value”

If reporting the value of an amendment to a call-up or contract, Suppliers are to report only the total value of the amendment not the revised call-up or contract value. All values are to be reported in Canadian dollars.

Column R – “Comments”

Suppliers who have selected “Multiple Categories” in column M, for a call-up or contract, must list each of the Consultant Categories in this column. Suppliers may also add additional text in this column as required.

	Canada	Public Works and Government Services Canada	Travaux publics et Services gouvernementaux Canada
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Organization Profile

(1) Please select your legal name from the drop-down list in the spaces below. If your organization has more than one Standing Offer and/or Supply Arrangement, please indicate all of them.

First SO	First SA
Legal name: <input style="width: 90%;" type="text"/>	Legal name: <input style="width: 90%;" type="text"/>
SO Number: <input style="width: 90%;" type="text"/>	SA Number: <input style="width: 90%;" type="text"/>
Second SO	Second SA
Legal name: <input style="width: 90%;" type="text"/>	Legal name: <input style="width: 90%;" type="text"/>
SO Number: <input style="width: 90%;" type="text"/>	SA Number: <input style="width: 90%;" type="text"/>
Third SO	Third SA
Legal name: <input style="width: 90%;" type="text"/>	Legal name: <input style="width: 90%;" type="text"/>
SO Number: <input style="width: 90%;" type="text"/>	SA Number: <input style="width: 90%;" type="text"/>
Fourth SO	Fourth SA
Legal name: <input style="width: 90%;" type="text"/>	Legal name: <input style="width: 90%;" type="text"/>
SO Number: <input style="width: 90%;" type="text"/>	SA Number: <input style="width: 90%;" type="text"/>
Fifth SO	Fifth SA
Legal name: <input style="width: 90%;" type="text"/>	Legal name: <input style="width: 90%;" type="text"/>
SO Number: <input style="width: 90%;" type="text"/>	SA Number: <input style="width: 90%;" type="text"/>

(2) Complete the details of the person who is the primary contact regarding this report:

Contact name:	<input style="width: 80%;" type="text"/>
Title:	<input style="width: 80%;" type="text"/>
Email:	<input style="width: 80%;" type="text"/>
Phone No.:	<input style="width: 80%;" type="text"/>

(3) If applicable, provide details for the alternate contact regarding this report:

Contact name:	<input style="width: 80%;" type="text"/>
Title:	<input style="width: 80%;" type="text"/>
Email:	<input style="width: 80%;" type="text"/>
Phone No.:	<input style="width: 80%;" type="text"/>



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Annex C
Quarterly Usage Report Sample

Reporting Period		Total Utilization Value for the Period:														
Q3-Oct-Dec 12/13		\$0.00														
Supply Arrangement Number	Method of Supply	New Activity	Contract or Amendment	Contract No	Amendment No	Contract/Amendment Issuance Date	Contract/Amendment Start Date	Contract/Amendment End Date	Client Department	Contact Name	Telephone Number	Classification or Consultant Category	Delivery Location	Total Contract/Amendment Value	Comments	
1																
2																
3																
4																
5																
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7																
8																
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Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada



Annex D - Client Satisfaction Form

SO# or SA#:		Call-up# / Contract# :	
Professional Services Method of Supply	<input type="checkbox"/> TBIPS SO	<input type="checkbox"/> TSPS SO	<input type="checkbox"/> Learning Services SO
	<input type="checkbox"/> TBIPS SA	<input type="checkbox"/> TSPS SA-Task	<input type="checkbox"/> Learning Services SA
	<input type="checkbox"/> SBIPS SA	<input type="checkbox"/> TSPS SA-Solution	<input type="checkbox"/> PASS SA
Contractor's Name:		Award Amt:	Award Date:
Contractor's Address:		Amend Amt:	End Date:
		Total Spent:	
		TA Contract: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Description of Work:		Amendment History:	
Client Department:			
Technical Authority Name: Telephone #: e-mail:	Client Contracting Authority Name: Telephone #: e-mail:	PWGSC Contracting Authority (if applicable) Name: Telephone #: e-mail:	
1. How do you rate the Contractor's overall performance? <input type="checkbox"/> below expectations <input type="checkbox"/> as expected <input type="checkbox"/> above expectations			
2. Resources a. Did the Contractor provide the resource(s) as identified in their Proposal? <input type="checkbox"/> Yes <input type="checkbox"/> No b. Did the Contractor's resource(s) conduct their work in a professional manner? <input type="checkbox"/> Yes <input type="checkbox"/> No c. Were replacement resources required? <input type="checkbox"/> Yes <input type="checkbox"/> No			
3. Replacement Resources a. Did the Contractor request to replace the resource(s) immediately after Contract Award? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA b. Did the Client request to replace the resource(s)? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA c. Did the Replacement Resources meet the requirements of the RFP or ACF? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA d. How many times were the Contractor's resources replaced? _____ times			
4. Was the Contract completed within the predetermined: a. Time Estimate? <input type="checkbox"/> Yes <input type="checkbox"/> No b. Cost Estimate? <input type="checkbox"/> Yes <input type="checkbox"/> No			
5. Were the required Reports and Deliverables: a. In conformity with the Scope & Tasks of the SOW <input type="checkbox"/> Yes <input type="checkbox"/> No b. Received in the specified time frame? <input type="checkbox"/> Yes <input type="checkbox"/> No			
6. Contract Management a. Did the Contractor deal with performance issues in a timely basis? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA b. Did the Contractor submit the invoices in accordance with the Invoicing Instructions? <input type="checkbox"/> Yes <input type="checkbox"/> No c. Did the Contractor submit the invoices in accordance with the Basis of Payment? <input type="checkbox"/> Yes <input type="checkbox"/> No d. Did the Contractor submit the invoices in accordance with the Method of Payment? <input type="checkbox"/> Yes <input type="checkbox"/> No e. Did the Contractor respond to every TA Request? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA f. Did the Contractor properly respond to every TA Request? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA			
7. Remarks			

Annex E
Qualified Streams

Annex E to Component II will be attached to the TSPS Supply Arrangement upon award.

Annex F
Insurance Requirements

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
2. The Commercial General Liability policy must include the following:
 - a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
 - b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
 - c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
 - d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
 - e. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
 - f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
 - g. Employees and, if applicable, Volunteers must be included as Additional Insured.
 - h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
 - i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
 - j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
 - k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
 - l. Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.

- m. Non-Owned Automobile Liability - Coverage for suits against the Contractor resulting from the use of hired or non-owned vehicles.
- n. Advertising Injury: While not limited to, the endorsement must include coverage piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.
- o. All Risks Tenants Legal Liability - to protect the Contractor for liabilities arising out of its occupancy of leased premises.

Where the Contractor is a JV, for the purposes of the Contract and any related documents (including insurance certificates), Canada requires that the JV Contractor identify itself by a single name. Upon request by Canada, a JV Contractor must specify the name of the JV to the Contracting Authority.

Attachment A

Supplier Profile/Centralized Professional Services System (CPSS) Supplier Module - Enrollment

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

New and Existing Suppliers must enter the “Company Information” in the Data Collection Component (DCC) of CPSS. To access CPSS, follow the link:

<http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/spc-cps-eng.html>

Attachment B

Supply Arrangement Technical Evaluation Criteria

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

Instructions to Suppliers:

The evaluation criteria contained in this Attachment B is divided into two sections as follows.

Section 1 – Technical Evaluation Criteria for Streams 1, 2, 3 and 5:

Stream 1: Human Resource Services;
Stream 2: Business Services / Change Management Services;
Stream 3: Project Management Services; and
Stream 5: Technical Engineering and Maintenance (TEMS)

Section 2 – Technical Evaluation Criteria for Stream 4:

Stream 4: Real Property Project Management Services.

All Suppliers must meet the mandatory requirements set out in this Attachment B by either:

1. demonstrating through the submission of proof in their bid that they meet the mandatory requirement, or
2. where permitted, providing the Grandfather Certification in Attachment C of this RFSA signed by either its Chief Financial Officer, Chief Executive Officer or the Supplier's duly authorized representative. While a bid may incorporate by reference information already on file, all the requirements of this RFSA must be met by each Supplier by the date of bid submission unless otherwise specified.

By submitting an arrangement, Suppliers are indicating that they consider themselves to be fully compliant in accordance with the mandatory requirements of this Attachment B, and will agree to the supply arrangement terms and conditions identified in Component II if a supply arrangement is issued to them.

As a result of the National Procurement Strategy for Professional Services, the Streams of the Technical Engineering and Maintenance (TEMS) Supply Arrangement (excluding the Telecommunications Stream) will be sunset once the evaluation of this RFSA is complete. One new Stream has been added to TSPS to replace the TEMS Streams (excluding the Telecommunications Stream). Any Supplier holding a TEMS SA (excluding the Telecommunications Stream) must comply with all the requirements of this RFSA (including submitting the applicable certifications and fulfilling all applicable TSPS mandatory requirements as described in this Attachment B) in order to be considered responsive.

Existing Solutions SA Holders are not required to re-qualify for any Streams for which they already have an SA although they must otherwise comply with the requirements of the refresh RFSA.

All Suppliers are advised that only listing experience without providing any supporting data to describe when, where and how such experience was obtained will not be considered to be "demonstrated" for the purpose of the evaluation. All professional experience must be fully documented and substantiated in the proposal.

Suppliers must identify the Stream(s) for each Region, Metropolitan Area and Tier that they are proposing to provide under any resulting SA.

Suppliers that have indicated that they wish to provide for both Tiers, and Suppliers who meet the Mandatory Technical Evaluation Criteria of Tier 2 will be considered to have met the Mandatory Criteria of Tier 1.

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

Section 1 - Mandatory Technical Criteria for Streams 1, 2, 3 and 5

Definitions for the purposes of Section 1 of this Attachment "B":

An "Outside Client" is any legal entity that is not an affiliate of the Supplier, a member of a joint venture with the Supplier or any other entity that does not deal at arm's length with the Supplier.

A "Project" is a contractual agreement between the Supplier and an Outside Client under which the Supplier has provided professional services to the Outside Client and has fulfilled all of the requirements of the project with regards to the specific Stream being examined. Different phases of a single contract may be cited in more than one Project Summary if that contract was a multi-phase Project with specific deliverables and distinct phases and if those phases associated with the concerned Stream have all been completed at the RFSA closing date (as outlined in PART 2, Article 6, "RFSA Evaluation Schedule").

The supplier must propose a total of five (5) Project Summaries per Stream.

Proposed Project Summaries will be evaluated in order of presentation. Proposed Project Summaries above the "Maximum" will not be evaluated.

- 1) Human Resources Services Stream; (Minimum = 5) (Maximum = 5)
- 2) Business Consulting/Change Management Stream; (Minimum = 5) (Maximum = 5)
- 3) Project Management Services Stream. (Minimum = 5) (Maximum = 5)
- 4) Technical Engineering and Maintenance Stream (TEMS) (Minimum = 5) (Maximum = 5)

For B1-MTS2 , the following information must, as a minimum, be provided for each of the projects cited:

- iii. Name of the Outside Client;
- iv. Brief description of the Scope and Objective of the project clearly demonstrating the
- v. Supplier has experience providing solutions based professional services;
- vi. Start and end dates of the project (month/year to month/year);
- vii. Project Value - total amount invoiced by the Supplier for the project (excluding travel
- viii. and living and GST/HST);
- ix. The value of the professional services component of the Project;

The following information should, as a minimum, be provided for each of the projects cited:

- (iii) Name of the Outside Client reference; and Telephone number, fax number, and e-mail address (if available) of the Outside Client reference.

Mandatory Technical Criteria for the SOLUTIONS (B1-MTS) for Streams 1, 2, 3 and 5			
For the purpose of the mandatory technical criteria B1-MTS2 the experience of the Supplier and its subcontractors, affiliates, and suppliers will be considered if the experience was obtained working on a project billed to the Supplier.			
Number	TIER 1 Mandatory Technical Criterion	TIER 2 Mandatory Technical Criterion	Bid Preparation Instructions
B1-MTS1	Minimum years in business: The Supplier must have been in business for a minimum of three (3) years as of the RFSA closing date.	Minimum years in business: The Supplier must have been in business for a minimum of three (3) years as of the RFSA closing date.	In order to demonstrate this, the Supplier must provide proof (i.e. incorporation, business registration or tax returns) in its arrangement confirming the number of years its firm has been in business.
B1-MTS2	Project Experience and Summaries Per Stream: Suppliers must submit five (5) Project Summaries for Projects completed during the 5 years prior to the RFSA closing date. Suppliers must submit five (5) Project Summaries for each Stream of professional services they wish to supply. These Project Summaries must demonstrate the Supplier has experience providing solutions based professional services in the Stream(s) defined in Annex A – Requirements for Services for which they are submitting an arrangement. Each project <u>must</u> have a minimum value of \$20,000.00 (not including taxes and travel). Each Project must be a complete solution which includes the initiation, planning and execution of the solution and must include a work plan demonstrating the initiation, planning & execution that the Supplier undertook. The professional services component of each Project must represent at least seventy percent (70%) of the minimum	Project Experience and Summaries Per Stream: Suppliers must submit five (5) Project Summaries for Projects completed during the 5 years prior to the RFSA closing date. Suppliers must submit five (5) Project Summaries for each Stream of professional services they wish to supply. These Project Summaries must demonstrate the Supplier has experience providing solutions based professional services in the Stream(s) defined in Annex A – Requirements for Services for which they are submitting an arrangement. Each project <u>must</u> have a minimum value of \$300,000.00 (not including taxes and travel). Each Project must be a complete solution which includes the initiation, planning and execution of the solution and must include a work plan demonstrating the initiation, planning and execution that the supplier undertook. The professional services component of each Project must represent at least seventy percent (70%) of the minimum	The Streams are defined in Annex A - Requirements for Services of this RFSA. Project summaries should be provided using the Project Summary Template. <u>References by Canada are acceptable.</u> A maximum of five (5) call-ups on a same Standing Offer may be submitted to form a single Project providing the Standing Offer authorized to the Offeror includes professional services listed in Annex A – Requirements for Services of this RFSA. More than one (1) project can be formed using a maximum of five (5) call-ups on the same Standing Offer.

	value of \$20,000 (not including taxes and travel).	value of \$300,000 (not including taxes and travel).	
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For the purpose of B1-MTS1:

If the Supplier has been incorporated or otherwise created less than 3 years as of the closing date of this RFSA, Canada will consider the 3 year minimum requirement to be met if the Supplier demonstrates to Canada's satisfaction that:

- a) it has been incorporated or otherwise created as the result of a corporate change under which it has in law assumed all of the assets, undertaking, operational capability, skills and resources of other legal entities;
- b) the corporate change was solely for tax or other purposes unrelated to the business of the other legal entities and does not affect the ability of the Supplier to carry on the business that had been carried on by the other legal entities;
- c) the Supplier has carried on the business of all of the other legal entities in the normal course, uninterrupted from and after the date of the corporate change;
- d) the Supplier, as at the closing date of this RFSA, maintains the same assets, undertaking, operational capability, skills and resources as the other legal entities had maintained before the corporate change; and
- e) the period that Supplier has been in business since it was created added to period that the other legal entities were in business before the corporate change totals a minimum of 3 years.

In these circumstances, Canada may require from the Supplier an unqualified legal opinion from an independent law firm stating that the Supplier legal entity meets all of the above requirements. Canada reserves the right to require other detail and material to verify that the above requirements are met. If Canada is not satisfied that the above requirements have been met, the Supplier legal entity's arrangement will be considered non-responsive.

Canada reserves the right to request proof of any information provided by the Supplier. If the information cannot be validated, the Supplier's Arrangement will be considered non-responsive.

For Joint Ventures:

In case of a JV, one member of the Joint Venture must meet the minimum three-year requirement in B1-MTS1 and all other member(s) of the JV must have been in business for a minimum of one (1) year as of the RFSA closing date.

For the purposes of mandatory requirement B1-MTS2: Projects completed by any joint venture member will be evaluated as those of the joint venture supplier. The Supplier is requested to indicate in its proposal which joint venture member has completed each Project.

Process for the Migration of the TEMS SA (excluding the Telecommunications Services Stream) as a new Stream into TSPS:

Bidders who currently hold a TEMS SA (excluding the Telecommunications Services Stream), who wish to be considered for a Supply Arrangement, will be required to meet all TSPS mandatory criteria. The B1-MTS2 Project Experience and Summaries Per Stream applies as explained below.

- a) B1-MTS2 Migration process from the TEMS SA (excluding the Telecommunications Services Stream) to the Stream 5 under TSPS:

Bidders who currently hold a TEMS SA (excluding the Telecommunications Services Stream) will be considered compliant under this RFSA for TEMS Stream (Stream 5)

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

Section 2 - Mandatory Technical Criteria Stream 4:

Definitions for the purposes of Section 2 of this Attachment B:

An "Outside Client" is any legal entity that is not an affiliate of the Supplier, a member of a joint venture with the Supplier or any other entity that does not deal at arm's length with the Supplier.

A "Real Property Project" is a project involving strategic analysis, planning, acquisition, management, construction, renovation or disposal of real property. Real Property is land and buildings (including leases).

The "value of a Real Property Project" is the actual or anticipated amount to be spent (received) on land and buildings upon the completion of the Real Property Project.

The "Professional Services Component" of a Real Property Project is a contractual agreement between the Supplier and an Outside Client under which the Supplier has provided Professional Services to the Outside Client and has fulfilled all of the Professional Services requirements with regards to the specific Stream 4 services being examined.

Different phases of a single Professional Services contract may be cited in more than one project summary if that contract was a multi-phase contract with specific deliverables and distinct phases and if those phases associated with the applicable Stream 4 services have all been completed five (5) years prior to the RFSA closing date . Also, different phases of a single Real Property Project may be cited in more than one project summary if that Real Property Project was a multi-phase project with specific deliverables and distinct phases. The phases must be clearly identified in the project summary.

The supplier must propose a total of five (5) Project Summaries per Stream.

Proposed Project Summaries will be evaluated in order of presentation. Proposed Project Summaries above the "Maximum" will not be evaluated.

Stream 4 Real Property Project Management Services; (Minimum = 5) (Maximum = 5)

For B2-MTS2, the following information **must**, as a minimum, be provided for each of the **Real Property Projects** cited:

- Brief description of the Scope and Objective of the Real Property Project;
- Real Property Project Value; and

For B2-MTS2, the following information **must**, as a minimum, be provided for each of the **Professional Services Component** of the Real Property projects cited:

- Brief description of Professional Services Component of the Real Property Project clearly demonstrating the Supplier has experience providing solutions based professional services

- Name of the Outside Client;
- Start and end dates of the Professional Services Component of the Real Property project (month/year to month/year);
- Professional Services Component Value - total amount invoiced by the Supplier for the Professional Services Component of the Real Property Project (excluding travel and taxes);

The following information should, as a minimum, be provided for each of the Professional Services Component of the Real Property Projects cited;

Name of the Outside Client reference including the reference's telephone number, fax number (if available), and e-mail address.

Mandatory Technical Criteria for the SOLUTIONS (B2-MTS) for Stream 4			
For the purpose of the mandatory technical criteria B2-MTS2 the experience of the Supplier and its subcontractors, affiliates, and suppliers will be considered if the experience was obtained working on a project billed to the Supplier.			
Number	TIER 1 Mandatory Technical Criterion	TIER 2 Mandatory Technical Criterion	Bid Preparation Instructions
B2-MTS1	Minimum years in business: The Supplier must have been in business for a minimum of three years as of the RFSA closing date.	Minimum years in business: The Supplier must have been in business for a minimum of five years as of the RFSA closing date.	In order to demonstrate this, the Supplier must provide proof (i.e. incorporation, business registration or tax returns) in its arrangement confirming the number of years its firm has been in business.
B2-MTS2	Project Experience and Summaries Per Stream: Suppliers must submit five (5) Project Summaries for Projects completed during the 5 years prior to the RFSA closing date. A minimum of 3 different Real Property Projects must be submitted. Each Real Property Project must have a minimum value of \$5M. Suppliers must submit five (5) Project Summaries. These Project Summaries must demonstrate the Supplier has experience providing solutions based professional services in the Stream 4, defined in Annex A - Requirements for Services.	Project Experience and Summaries Per Stream: Suppliers must submit five (5) Project Summaries for Projects completed during the 5 years prior to the RFSA closing date. A minimum of 3 different Real Property Projects must be submitted. Each Real Property Project must have a minimum value of \$10M. Suppliers must submit five (5) Project Summaries. These Project Summaries must demonstrate the Supplier has experience providing solutions based professional services in the Stream 4, defined in Annex A – Requirements for Services. The Professional Services	The Stream is defined in Annex A - Requirements for Services of this RFSA. Project summaries should be provided using the Project Summary Template. <u>References by Canada are acceptable.</u>

	<p>The Professional Services Component of a Real Property Project <u>must</u> have a minimum value of \$50,000.00 (not including taxes and travel).</p> <p>Each Project must be a complete solution which includes the initiation, planning and execution of the solution and must include a work plan demonstrating the initiation, planning & execution that the Supplier undertook.</p> <p>The professional services component of each Project must represent at least seventy percent (70%) of the minimum value of \$50,000 (not including taxes and travel).</p>	<p>Component of a Real Property Project <u>must</u> have a minimum value of \$500,000.00 (not including taxes and travel).</p> <p>Each Project must be a complete solution which includes the initiation, planning and execution of the solution and must include a work plan demonstrating the initiation, planning and execution that the supplier undertook.</p> <p>The professional services component of each Project must represent at least seventy percent (70%) of the minimum value of \$500,000 (not including taxes and travel).</p>	
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For the purpose of B2-MTS1:

If the Supplier has been incorporated or otherwise created less than 3 years for B2-MTS1 Tier 1 and 5 years for B2-MTS1 Tier 2 as of the RFSA closing date , Canada will consider the minimum years requirement to be met if the Supplier demonstrates to Canada's satisfaction that:

- a) it has been incorporated or otherwise created as the result of a corporate change under which it has in law assumed all of the assets, undertaking, operational capability, skills and resources of other legal entities;
- b) the corporate change was solely for tax or other purposes unrelated to the business of the other legal entities and does not affect the ability of the Supplier to carry on the business that had been carried on by the other legal entities;
- c) the Supplier has carried on the business of all of the other legal entities in the normal course, uninterrupted from and after the date of the corporate change;
- d) the Supplier, as at the closing date of this RFSA, maintains the same assets, undertaking, operational capability, skills and resources as the other legal entities had maintained before the corporate change; and
- e) the period that Supplier has been in business since it was created added to period that the other legal entities were in business before the corporate change totals a minimum of 3 years for Tier 1 or 5 years for Tier 2.

In these circumstances, Canada may require from the Supplier an unqualified legal opinion from an independent law firm stating that the Supplier legal entity meets all of the above requirements. Canada reserves the right to require other detail and material to verify that the above requirements are met. If Canada is not satisfied that the above requirements have been met, the Supplier legal entity's arrangement will be considered non-responsive.

Canada reserves the right to request proof of any information provided by the Supplier. If the information cannot be validated, the Supplier's Arrangement will be considered non-responsive.

For Joint Ventures:

In case of a JV, one member of the Joint Venture must meet the minimum year requirement in B2-MTS1 (3 years for B2-MTS1 Tier 1 and 5 years for B2-MTS1 Tier 2) - and all other member(s) of the JV must have been in business for a minimum of 1 year as of the RFSA closing date.

For the purposes of mandatory requirement B2-MTS2: Projects completed by any joint venture member will be evaluated as those of the joint venture supplier. The Supplier is requested to indicate in its proposal which joint venture member has completed each Project.

Attachment C Certifications

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

The relevant information for each Certification is located in Component I, Part 5 and in the CPSS Data Collection Component - Certifications.

1. **GRANDFATHER CERTIFICATION (Current TSPS Holders Only):**

Suppliers that were awarded a Supply Arrangement in the last TSPS solicitation E60ZN-090003/A or E60ZN-090003/B or E60ZN-090003/C), who wish to rely on information submitted in response to these solicitations to demonstrate compliance in their bid with a mandatory criteria of this bid solicitation, must sign and submit in hard copy the following Grandfather Certification to the Bid Receiving Unit by the date of bid submission.

The Bidder certifies that, in respect of each of the following mandatory requirement(s), for its Supply Arrangement:

- (i) it meets the mandatory requirement as of the date of bid submission. and;
- (ii) there exists information on file with the Supply Arrangement Authority demonstrating that the Bidder has met the mandatory criteria as per the last TSPS E60ZN-090003/A or E60ZN-090003/B or E60ZN-090003/C, and;
- (iii) all such information remains true, accurate and unchanged, and may be used for the purposes of this solicitation; and
- (iv) since the date the mandatory or certification was first met (as evidenced by the date of issuance of the supply arrangement), the Supplier has continuously met at the date of RFSA submission all the qualification requirements related to the supply arrangement necessary to remain a Supplier of the Services, and no arrangement has been canceled by PWGSC or withdrawn by the Supplier.

SIGNATURE: _____ DATE: _____

Print Name: _____

Legal Name of Bidder : _____

Current Holders: Print, sign, and submit this Certification with the hard copy of your bid)

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

2. Suppliers STATEMENT (ALL suppliers)

ALL suppliers must sign and submit the following "Supplier's Statement" with the hard copy of their arrangement to the Bid Receiving Unit by the date and, time of the date of RFSA submission:

We certify that all statements made with regard to these requirements are accurate and factual, and we are aware that the Department of Public Works and Government Services Canada reserves the right to verify any information provided in this regard. Untrue statements may result in the Supplier's proposal being declared non-compliant in its entirety, current TSPS SA Solutions Holders becoming ineligible to receive further solicitations, and any other action which Canada may consider appropriate.

SIGNATURE: _____ DATE: _____

Print Name: _____

Legal Name of Supplier : _____

(ALL SUPPLIERS: Print, sign, and submit this certification with the hard copy of your bid)

Attachment D
Technical Response Template/ CPSS Supplier Module – DCC

As part of the Professional Services National Strategy the following section has changed to reflect the harmonization of business rules from what is currently in TSPS.

The “Data Collection Component” DCC of CPSS serves to replace the Technical Response Template.

The Data Collection Component of CPSS can be accessed through the CPSS website:
<http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/spc-cps-eng.html>