

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

**REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION**

**Proposal To: Public Works and Government
Services Canada**

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out therefor.

**Proposition aux: Travaux Publics et Services
Gouvernementaux Canada**

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexée, au(x) prix indiqué(s).

Comments - Commentaires

Title - Sujet TBIPS - PROJECT MANAGEMENT SUPPORT	
Solicitation No. - N° de l'invitation EN578-131977/A	Date 2012-10-26
Client Reference No. - N° de référence du client 20131977	
GETS Reference No. - N° de référence de SEAG PW-\$\$XN-107-25037	
File No. - N° de dossier 107xn.EN578-131977	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2012-11-19	Time Zone Fuseau horaire Eastern Standard Time EST
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Fulton, Lorna	Buyer Id - Id de l'acheteur 107xn
Telephone No. - N° de téléphone (613) 952-0387 ()	FAX No. - N° de FAX (613) 952-0434
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: Specified Herein Précisé dans les présentes	

Instructions: See Herein

Instructions: Voir aux présentes

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

Issuing Office - Bureau de distribution

Miscellaneous Special Projects Division (XN)/Division des
projets spéciaux divers (XN)
Canadian Building
219 Laurier Ave. West, 13th Floor
Room 13077
Ottawa
Ontario
K1A 0S5

Delivery Required - Livraison exigée See Herein	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

BID SOLICITATION

FOR

THE TASK-BASED INFORMATICS AND PROFESSIONAL SERVICES

FOR

SHARED TRAVEL SERVICES (STS) PROGRAM

PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

Note to Bidders: *This is a Request for Proposal (RFP) for the supply of Task-Based Informatics and Professional Services (TBIPS) for the Shared Travel Services Program within Public Works and Government Services Canada under the current TBIPS Supply Arrangement (SA) method of supply. ONLY THE VALID TBIPS SA HOLDERS ARE ELIGIBLE TO COMPETE FOR THIS REQUIREMENT.*

REQUIREMENT

The Shared Travel Services Program (STS) within Public Works and Government Services Canada (PWGSC) requires professional services support using the professional services categories of Project Management Services within TBIPS.

Program-wide project management services support is essential to manage day-to-day operations of the current STS Program as well as to implement and transition to the new travel management solution. By leveraging the knowledge, skills, experience and expertise in the areas of Project Management, Change Management, Scheduling and Risk Management, STS is committed to migrate towards modern management and administrative initiatives to better support its clients and to ensure that the services are managed with due diligence and prudence.

The complete Bid Solicitation package is located here as an inclusion and it should be downloaded in it's entirety.

BID SOLICITATION

**FOR
THE TASK-BASED INFORMATICS AND PROFESSIONAL SERVICES
FOR
PWGSC SHARED TRAVEL SERVICES (STS) PROGRAM
PROJECT MANAGEMENT SUPPORT REQUIREMENT**

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PART 1 - GENERAL INFORMATION

Note to Bidders: *This is a Request for Proposal (RFP) for the supply of Task-Based Informatics and Professional Services (TBIPS) for Public Works and Government Services Canada (PWGSC), under the current TBIPS Supply Arrangement (SA) method of supply. ONLY THE VALID TBIPS SA HOLDERS ARE ELIGIBLE TO COMPETE FOR THIS REQUIREMENT.*

1.1 INTRODUCTION

This document states the terms and conditions that apply to the bid solicitation Number EN578-131977/A. It is divided into seven parts plus annexes and, if applicable, attachments as follows:

- Part 1** General Information: provides a general description of the requirement.
- Part 2** Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation and states that the Bidder agrees to be bound by the clauses and conditions contained in all parts of the bid solicitation.
- Part 3** Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid.
- Part 4** Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selection.
- Part 5** Certifications: includes the certifications to be provided by the Bidder.
- Part 6** Security, Financial and Other Requirements: includes specific requirements that must be addressed by the Bidder.
- Part 7** Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work (SOW), the Price Schedule and the Security Requirements Check List (SRCL).

1.2 SUMMARY

- (a) This bid solicitation is being issued to satisfy the requirement of Public Works and Government Services Canada (PWGSC), for Task-Based Informatics Professional Services (TBIPS) under the TBIPS Supply Arrangement (SA) method of supply.
- (b) This solicitation is for Seven (7) IT professionals, as indicated in Table A-1 Summary of Resource Requirements and Annex A Statement of Work.
- (c) This solicitation will result in 7 winning bids and award of up to 7 contracts.
- (d) Bidders are not required to bid on all resources included in this solicitation.

- (e) Bidders must not submit the same named resource for more than one category and level contained in this solicitation.
- (f) Multiple bids from the same Bidder (or a bid from a Bidder and another bid from any of its affiliates) are not permitted in response to this bid solicitation. Each Bidder must submit only a single bid. For the purpose of this bid solicitation, individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture. If any Bidder submits more than one bid (or an affiliate also submits a bid), either on its own or as part of a joint venture, Canada will choose in its discretion which bid to consider.
- (g) Pursuant to section 01 of Standard Instructions 2003, Bidders must submit a complete list of names of all individuals who are currently directors of the Bidder. Furthermore, as determined by the Special Investigations Directorate, Departmental Oversight Branch, each individual named on the list may be requested to complete a Consent to a Criminal Record Verification form.
- (h) There is a security requirement associated with this requirement. For additional information, see Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. Bidders should consult the "Security Requirements for PWGSC Bid Solicitations - Instructions for Bidders", information found on the Departmental Standard Procurement Documents Website (<http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html>).
- (i) 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), *Agreement on Internal Trade* (AIT), *Canada-Chile Free Trade Agreement* (CCFTA) and *Canada-Peru Free Trade Agreement* (CPFTA).

1.3 DESCRIPTION OF REQUIREMENT

- (a) The Shared Travel Services (STS) program, managed by Public Works and Government Services Canada (PWGSC) on behalf of the Government of Canada (GC), provides an end-to-end portfolio of corporate travel management services that include a travel card, a travel call center, an online booking tool and an expense management tool. Currently over 100 Client Departments use all or part the services under the brand "Travel AcXess Voyage" (TAV). On an annual basis, STS supports approximately \$1.6 billion worth of GC travel.
- (b) In parallel with managing the current travel services expiring in April 2014, STS launched re-procurement of the next-generation travel management services in 2010. It is anticipated that the implementation of the new solution will begin early 2013 and the new services will go live early 2014.
- (c) To manage day-to-day operations of the current TAV Services and to implement and transition to the next-generation travel management solution, STS requires resources (see Table A-1) to provide Program-Wide Support by leveraging their knowledge, skills, experience and expertise in the areas of Project Management, Change Management, Scheduling and Risk Management.

- (d) STS is committed to advancing modern management and administrative initiatives to better support its clients, and to ensure that the services are managed diligently and cost-effectively.

1.4 COMMUNICATION NOTIFICATION

As a courtesy, the Government of Canada requests that successful Bidders notify the Contracting Authority in advance of their intention to make public an announcement related to the award of a contract.

1.5 DEBRIEFINGS

After contract award, Bidders may request a debriefing on the results of the bid solicitation. Bidders should make the request to the Contracting Authority within 15 working days of receipt of notification that their bid was unsuccessful. The debriefing may be provided in writing, by telephone or in person.

Table A-1 Summary of Resource Requirements

Resource Type (Category)	Level	Qty	Requirements	Estimated Contract Award Date	Estimated Contract Period
P.12 Risk Management Specialist	3	1	Appendix A to Annex A	1/Dec/2012	240 working days
P.1 Change Management Consultant (Bilingual) – Departmental Transition Manager	3	1	Appendix B to Annex A	18/Jan/2013	240 working days
P. 9 Project Manager - Implementation Manager	3	1	Appendix C to Annex A	1/Dec/2012	240 working days
P.9 Project Manager (Bilingual) – Implementation Manager	3	1	Appendix D to Annex A	8/Dec/2012	240 working days
P.1 Change Management Consultant (Bilingual) – Junior Account Manager	1	1	Appendix E to Annex A	1/Dec/2012	240 working days
P.1 Change Management Consultant (Bilingual) – Account Manager	2	1	Appendix F to Annex A	8/Feb/2013	240 working days
P.9 Project Manager – Senior Procurement Specialist	3	1	Appendix G to Annex A	1/Dec/2012	240 working days

PART 2 - BIDDER INSTRUCTIONS

2.1 STANDARD INSTRUCTIONS, CLAUSES AND CONDITIONS

- (a) All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<http://sacc.pwgsc.gc.ca/sacc/index-e.jsp>) issued by Public Works and Government Services Canada (PWGSC).
- (b) Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.
- (c) The 2003 (2012-07-11) Standard Instructions - Goods or Services – Competitive Requirements are incorporated by reference into and form part of the bid solicitation. If there is a conflict between the provisions of 2003 and this document, this document prevails.

The text under Subsection 4 of Section 01 – Code of Conduct and Certifications of 2003 referenced above is replaced by:

Bidders should provide, with their bid or promptly thereafter, a complete list of names of all individuals who are currently directors of the Bidder. If such a list has not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to provide such a list within the required time frame will render the bid non-responsive. Bidders must always submit the list of directors before contract award.

Canada may, at any time, request that a Bidder provide properly completed and Signed Consent Forms (Consent to a Criminal Record Verification form - PWGSC-TPSGC 229) for any or all individuals named in the aforementioned list within a specified delay. Failure to provide such Consent Forms within the delay will result in the bid being declared non-responsive.

The text under Subsection 5 of Section 01 – Code of Conduct and Certifications of 2003 referenced above is replaced by:

The Bidder must diligently maintain the list up-to-date by informing Canada in writing of any change occurring during the validity period of the bid, and must also provide Canada, when requested, with the corresponding Consent Forms. The Bidder will also be required to diligently maintain the list and when requested, provide Consent Forms during the period of any contract arising from this bid solicitation.

- (d) Subsection 5.4 of Standard Instructions - Goods or Services - Competitive Requirements 2003 is amended as follows:
 - (i) Delete: sixty (60) days
 - (ii) Insert: 120 days

2.2 SUBMISSION OF BIDS

- (a) Unless otherwise specified in the solicitation document, bids must be submitted to the PWGCS Bid Receiving Unit to the attention of the Contracting Authority as identified in this solicitation, by the date and time indicated on page 1.
- (b) Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail will not be accepted.
- (c) **Enquiries - Bid Solicitation**
 - (i) All enquiries must be submitted in writing to the Contracting Authority no later than three (3) calendar days before the bid closing date, unless otherwise specified in this RFP. Enquiries received after that time may not be answered.
 - (ii) Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders 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 the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

2.3 APPLICABLE LAWS

- (a) Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.
- (b) A Bidder may, at its discretion, substitute the applicable laws of a Canadian province or territory of its choice without affecting the validity of its bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of its choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidder.

Note to Bidders: Bidders are requested to indicate the Canadian province or territory they wish to apply to any resulting contract in their Bid Submission Form.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 BID PREPARATION INSTRUCTIONS

- (a) Unless the RFP specifies otherwise, Canada requests that Bidders provide their bid in separate sections as follows:

- (i) Section I: Technical Bid (4 paper copies and 4 electronic copies on CD or DVD)
- (ii) Section II: Financial Bid (1 paper copy and 1 electronic copy on CD or DVD)
- (iii) Section III: Certifications (1 paper copy)

Where a electronic copy is required, if there is a discrepancy between the wording of the electronic copy and the paper copy, the wording of the paper copy will have priority over the wording of the electronic copy. Prices must appear in the financial bid only. Prices must not be indicated in any other section of the bid.

- (b) Canada requests that Bidders follow the format instructions described below in the preparation of their bid:

- (i) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (ii) use a numbering system that corresponds to the bid solicitation;
- (iii) include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, Bidder's name and address and contact information of its representative; and
- (iv) include a table of contents.

- (c) **Green Procurement:** 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. The Policy on Green Procurement which can be found at:

<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>

To assist Canada in reaching its objectives, bidders are encouraged to:

- (i) use paper containing fiber certified as originating from a sustainably-managed forest and/or containing minimum 30% recycled content; and
- (ii) 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, duo tangs or binders.

- (d) Multiple bids from the same bidder are not permitted in response to this bid solicitation. Each bidder must submit only a single bid. If any bidder submits more than one bid, Canada will choose in its discretion which bid to consider.

3.2 SECTION I: TECHNICAL BID

In their technical bid, Bidders must demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders must demonstrate their capability in a thorough, concise and clear manner for carrying out the work. The technical bid must address clearly and in sufficient depth the points that are subject to the

evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

The technical bid consists of the following:

- (a) **Bid Submission Form:** Unless specified otherwise in the RFP, Bidders are requested to include with their bids the Bid Submission Form (see *Attachment 3.2: TBIPS Bid Submission Form*). It provides a common form in which Bidders can provide information required for evaluation and contract award, such as a contact name, the Bidder's Procurement Business Number, the Bidder's status under the Federal Contractors Program for Employment Equity, etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.
- (b) **Security, Financial & Other Requirements:** As required by Part 6 of the bid solicitation.
- (c) **Resumes for Proposed Resources:** Unless specified otherwise in the RFP, the technical bid must include resumes for the resources identified in the bid solicitation that demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to resumes and resources:
 - (i) No more than one resume may be submitted per required category of personnel.
 - (ii) Proposed resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work (refer to Part 5, Certifications). For educational requirements for a particular degree, designation or certificate, the Contracting Authority will only consider educational programs that were successfully completed by the resource by the time of bid closing.
 - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession's governing body throughout the evaluation and Contract Period.
 - (iv) For work experience, the Contracting Authority will not consider experience gained as part of an educational program, except for experience gained through a formal co-operative program at a post-secondary institution.
 - (v) For any requirements that specify a particular time period (e.g. 2 years) of work experience, the Contract Authority will disregard any information about experience if the individual's resume does not include the relevant dates for the experience claimed (i.e. the start date and end date).
 - (vi) For work experience to be considered by the Contracting Authority, the resume must not simply indicate the title of the individual's position, but must demonstrate

that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. The Bidder should provide complete details as to where, when (month and year), and how, through which activities/responsibilities, the stated qualifications/experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, only one project will be counted toward any requirements that relate to the individual's length of experience.

- (d) **Customer Reference:** When requested by the Contracting Authority, the Bidder must provide customer references who can confirm the facts identified in the Bidder's proposal. For each customer reference, the Bidder must provide the name, telephone number and e-mail address (unless the individual does not have an e-mail address) for a contact person. If the named individual is unavailable when required during the evaluation period, the Bidder may provide the name and contact information of an alternative contact from the same customer. If there is a discrepancy between the information provided by the customer reference and the bid, the information provided by the customer reference will prevail and will be evaluated.

3.3 SECTION II: FINANCIAL BID

- (a) **Pricing:** Bidders must submit their financial bid in accordance with Attachment 3.1, Bidder's Pricing Table. The total amount of Goods and Services Tax or Harmonized Sales Tax must be shown separately, if applicable. All prices must be firm prices. The firm per diem rates must not exceed those rates set out in Annex "C", Schedule of Per Diem Rates, to Part A of the Bidder's Supply Arrangement.
- (b) **Variation in Professional Services Resource Rates from Year to Year:** The Bidder may propose different rates for Categories of Personnel for multi-year contracts, including per diem rates that are higher than the ceiling rate contained within Annex "C" to Part A of their Supply Arrangement. The Bidder's firm per diem rate must not exceed the established ceiling rate for the first year only of any resulting contract.
- (c) **All Costs to be Included:** The financial bid must include all costs for the requirement described in the bid solicitation for the entire Contract Period, including any option years. The identification of all necessary equipment, software, peripherals, cabling and components required to meet the requirements of the bid solicitation and the associated costs of these items is the sole responsibility of the Bidder.
- (d) **Blank Prices:** Bidders are requested to insert "\$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the tables. If the Bidder leaves any price blank, Canada will treat the price as "\$0.00" for evaluation purposes and may request that the Bidder confirm that the price is, in fact, \$0.00. No Bidder will be permitted to add or change a price as part of this confirmation. Any Bidder who does not confirm that the price for a blank item is \$0.00 will be declared non-responsive.

3.4 SECTION III: CERTIFICATIONS

Bidders must submit the certifications required under Part 5.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 EVALUATION PROCEDURES

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria. There are several steps in the evaluation process, 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 Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.
- (b) An evaluation team composed of representatives of PWGSC will evaluate the bids on behalf of Canada. Canada may hire any independent consultant, or use any Government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- (c) In addition to any other time periods established in the bid solicitation:
 - (i) **Requests for Clarifications:** If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.
 - (ii) **Requests for Interviews:** If Canada wishes to interview the Bidder or if Canada wishes to interview any or all of the resources proposed by the Bidder to fulfill the requirements of the bid solicitation, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) following notice by the Contracting Authority to make any necessary arrangements (at the Bidder's sole cost) for the interview to take place at a location specified by Canada.

4.2 TECHNICAL EVALUATION:

- (a) **Mandatory Technical Criteria**
 - (i) Each bid will be reviewed for compliance with the mandatory requirements of the bid solicitation. All elements of the bid solicitation that are mandatory requirements are identified specifically with the words "must" or "mandatory".
 - (ii) Each bid will also be reviewed for compliance with the specific mandatory requirements for each resource type, as described in *Attachment 4.1: Evaluation Criteria for the Proposed Resource(s) - Mandatory and Rated Requirements*.
 - (iii) A Bid that does not comply with each and every mandatory requirement (including mandatory requirement for the proposed resource) will be considered non-responsive/non-compliant and be disqualified.
- (b) **Point-Rated Technical Criteria**
 - (i) Each proposed resource by the Bidder will be reviewed against its corresponding point-rated requirements and scored in accordance with the scoring scheme, as described in *Attachment 4.1: Evaluation Criteria for the Proposed Resource(s) - Mandatory and Rated Requirements*.

- (ii) A Bid for a resource category will be considered non-compliant and will be disqualified if it cannot obtain the required minimum score of **70%** for the specific resource category.
- (c) **Resource Qualifications:** The qualifications and experience of the proposed resource(s) will be assessed against the requirements set out in the bid solicitation. Canada may request proof of successful completion of formal training, as well as reference information. The Contracting Authority reserves the right to request references from a Bidder to conduct a reference check to verify the accuracy of the information provided. For each customer reference, the Bidder must provide within 3 business days of the request, the name, telephone number, and e-mail address (unless this individual does not have an e-mail address) for a contact person. The title of each person is requested but not required. If the named individual is unavailable when required during the evaluation period, the Bidder may provide the name and contact information of an alternate contact from the same customer.
- (d) **Reference Checks:** If reference checks are conducted by Canada, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will send the e-mail reference check requests to the contacts supplied by all of the Bidders on the same day. Canada will not award any points unless the response is received within 3 business days. Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated. Points will not be allocated if the reference customer is not a customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder). Nor will points be allocated if the customer is itself an affiliate or other entity that does not deal at arm's length with the Bidder. Crown references will be accepted.
- (e) **Technically Responsive Proposal:** A technically responsive proposal is a proposal that meets the mandatory requirements and obtains the required minimum points specified in the bid solicitation for the criteria that are subject to point rating.

4.3 FINANCIAL EVALUATION

- (a) Unless otherwise specified in the RFP, the financial evaluation will be conducted using the Bidder's Proposed Price in *Attachment 3.1: Bidder's Pricing Table*, as completed by the Bidders. The Bidder must input the firm and all-inclusive per diem rates for the proposed resources, in accordance with the bid solicitation, which may include an initial contract period and option periods. For the first year period of any contract (from date of award) resulting from an RFP against this SA, the applicable firm per diem rates must not exceed those rates specified in Annex "C" - Schedule of Per Diem Rates of the SA Holder's Supply Arrangement for each relevant resource(s). Failure to abide with this condition will result in a proposal being considered non-responsive.

Only the Firm Per Diem Rates of proposals that are technically responsive will be considered.

(b) Mandatory Financial Criteria

(i) Formulas in Pricing Tables

If the pricing tables provided to Bidders include any formulae, Canada may re-input the prices provided by Bidders into a fresh table, if Canada believes that the formulae may no longer be functioning properly in the version submitted by a Bidder.

(ii) Substantiation of Professional Services Rates

In Canada's experience, bidders will from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honor, on the basis that these rates do not allow them to recover their own costs and/or make a profit. When evaluating the rates for a professional services bid, Canada may, but will have no obligation to, require price support for any rates proposed (either for all or for a specific Resource Category). If Canada requests price support, it will be requested from all compliant bidders proposing a rate that is at least 20% lower than the median rate bid by all compliant bidders for the relevant Resource Category or Categories. Where Canada requests price support, the following information is required:

- 1) an invoice (referencing a contract serial number) that shows that the Bidder has recently provided and invoiced another customer (with whom the Bidder deals at arm's length) for services performed for that customer similar to the services that would be provided in the relevant Resource Category, where those services were provided in the National Capital Region for at least three months within the twelve months prior to the bid solicitation issuance date, and the fees charged were equal to or less than the rate offered to Canada;
- 2) in relation to the invoice in 1), a signed contract with, or a letter of reference signed by, the Bidder's client that includes at least 50% of the tasks listed in this solicitation's Statement of Work for the Resource Category being examined for an unreasonably low rate;
- 3) in respect of each referenced contract, a resume for the resource that performed under that contract that shows the resource would pass the Resource Category's mandatory requirements and achieve the required pass mark for the Resource Category's rated criteria; and
- 4) the name, telephone number and, if available, e-mail address of the invoiced client for each of the resources invoiced, so Canada can verify any facts presented for the affected categories.

Once Canada requests substantiation of the rates bid for any Resource Category, it is the sole responsibility of the Bidder to submit information (as described above and as otherwise may be requested by Canada) that will allow Canada to determine whether it can rely, with confidence, on the Bidder's ability to provide the required services at the rates bid. Where Canada determines that the information provided by the Bidder does not substantiate the unreasonably low rates, the proposal will be considered non-responsive and will receive no further consideration. Only the

Firm Per Diem Rates of proposals that are technically responsive will be considered.

4.4 BASIS OF SELECTION

- (a) Bid selection will be conducted respectively for each resource category.
- (b) A bid must comply with the requirements of the bid solicitation and meet all mandatory criteria and obtain a minimum of 70% of Total Assigned Points of the respective rated criteria to be declared responsive.
- (c) All responsive bids will be further evaluated and awarded the Financial Points according to *Bid Selection Methodology* as described in *Attachment 4.2*. The winning bid is the one obtaining the highest Point Total for the proposed resource.
- (d) If more than one Bidder is ranked first because of identical overall scores, then the Bidder obtaining the highest technical score will become the top-ranked Bidder.
- (e) Bidders should note that all contract awards are subject to Canada's internal approvals process, which includes a requirement to approve funding in the amount of any proposed contract. Despite the fact that the Bidder may have been recommended for contract award, a contract will only be awarded if internal approval is granted according to Canada's internal policies. If approval is not granted, no contract will be awarded.

PART 5 - CERTIFICATIONS

Bidders must provide the required certifications to be awarded a contract. Canada will declare a bid non-responsive if the required certifications are not completed and submitted in accordance with the articles below.

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

Bidders must submit, **at bid closing**, the duly completed certification as part of their bid.

5.1 CODE OF CONDUCT CERTIFICATIONS – CERTIFICATIONS REQUIRED PRECEDENT TO CONTRACT AWARD

Bidders should provide, with their bids or promptly thereafter, a complete list of names of all individuals who are currently directors of the Bidder. If such a list has not been received by the time the evaluation of bids is completed, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Bidders must submit the list of directors before contract award, failure to provide such a list within the required time frame will render the bid non-responsive.

The Contracting Authority may, at any time, request that a Bidder provide properly completed and Signed Consent Forms (Consent to a Criminal Record Verification form - PWGSC-TPSGC 229) for any or all individuals named in the aforementioned list within a specified delay. Failure to provide such Consent Forms within the delay will result in the bid being declared non-responsive.

5.2 FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY – CERTIFICATION

- (a) The Federal Contractors Program for Employment Equity (FCP-EE) requires that some suppliers 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 contract award. If the Bidder is subject to the FCP-EE, evidence of its commitment must be provided before the award of the Contract.
- (b) Suppliers who have been declared ineligible contractors by Human Resources and Social Development Canada (HRSDC) are no longer eligible to receive government contracts over the threshold for solicitation of bids as set out in the Government Contract 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-EE for a reason other than the reduction of their workforce to fewer than 100 employees. Any bids from ineligible contractors will be declared non-responsive.
- (c) If the Bidder does not fall within the exceptions enumerated in (d) (i) or (ii) below, or does not have a valid certificate number confirming its adherence to the FCP-EE, the Bidder must fax (819-953-8768) a copy of the signed form LAB 1168, Certificate of Com-

mitment to Implement Employment Equity to the Labour Branch of HRSDC, which is available for download at:

<http://www.servicecanada.gc.ca/cgi-bin/search/eforms/index.cgi?app=profile&form=lab1168&dept=sc?=e>

- (d) Each Bidder is requested to indicate in its bid whether it is:
- (i) not subject to FCP-EE, having a workforce of fewer than 100 permanent full or part-time employees in Canada;
 - (ii) not subject to FCP-EE, being a regulated employer under the Employment Equity Act, S.C. 1995, c. 44;
 - (iii) subject to the requirements of FCP-EE, because it has a workforce of 100 or more permanent full or part-time employees in Canada, but it has not previously obtained a certificate number from HRSD (because it has not bid before on requirements of \$200,000 or more), in which case a duly signed certificate of commitment is required from the Bidder; or
 - (iv) subject to FCP-EE, and has a valid certification number (i.e., has not been declared an ineligible contractor by HRSDC).
- (e) Further information on the FCP-EE is available on the HRSDC Website (<http://www.hrsdc.gc.ca/en/gateways/topics/wzp-gxr.shtml>).

Note to Bidders: *Bidders are requested to use the Bid Submission Form to provide information about their status under this program. For a joint venture Bidder, this information must be provided for each member of the joint venture.*

5.3 FORMER PUBLIC SERVANT CERTIFICATION

- (a) 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 spending public funds. In order to comply with Treasury Board policies and directives on contracts with FPS, Bidders must provide the information required below.
- (b) For the purposes of this clause,
- (i) "**Former public servant**" means a 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 and includes:
 - 1. an individual;
 - 2. an individual who has incorporated;
 - 3. a partnership made up of former public servants; or,
 - 4. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.
 - (ii) "**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 Public Service.

- (iii) "**Pension**" means a pension payable pursuant to the Public Service Superannuation Act, R.S., 1985, c. P-36, as indexed pursuant to the Supplementary Retirement Benefits Act, R.S., 1985, c. S-24.
- (c) If any of the Bidder's proposed resource(s) is an FPS in receipt of a pension as defined above, the Bidder must provide the following information:
 - (i) name of former public servant; and
 - (ii) date of termination of employment or retirement from the Public Service.
- (d) If any of the Bidder's proposed resource(s) is an FPS who received a lump sum payment pursuant to the terms of a work force reduction program, the Bidder must provide the following information:
 - (i) name of former public servant;
 - (ii) conditions of the lump sum payment incentive;
 - (iii) date of termination of employment;
 - (iv) amount of lump sum payment;
 - (v) rate of pay on which lump sum payment is based;
 - (vi) period of lump sum payment including start date, end date and number of weeks; and
 - (vii) number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction program.
- (e) For all contracts awarded during the lump sum payment period, the total amount of fee 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.
- (f) By submitting a bid, the Bidder certifies that the information submitted by the Bidder in response to the above requirements is accurate and complete.

Note to Bidders: *Bidders are requested to provide the information required by this clause in their Bid Submission Form.*

5.4 STATUS AND AVAILABILITY OF RESOURCES

- (a) By submitting a bid, the Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives.
- (b) If the Bidder has proposed any individual who is not an employee of the Bidder, by submitting a bid, the Bidder certifies that it has the permission from that individual or his/her employer to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

5.5 EDUCATION AND EXPERIENCE

- (a) The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

- (b) All of the resources proposed must meet the minimum experience requirements detailed in the Supply Arrangement for the category of personnel for which they are being proposed. The SA Holder acknowledges that the Department of Public Works and Government Services Canada reserves the right to verify this certification prior to contract award or during contract performance and that untrue statements may result in the proposal being declared non-responsive or any other action, which the Minister may consider appropriate.

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 SECURITY REQUIREMENT

At the date of Bid Closing, the following conditions must be met:

- (a) The Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses.
- (b) The Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must each meet the security requirement as indicated in Part 7 - Resulting Contract Clauses.
- (c) The Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites, including:
 - (i) Name of individual as it appears on security clearance application;
 - (ii) Level of security clearance obtained and expiry date; and
 - (iii) Security screening Certificate and Briefing Form file number.
- (d) In the case of a joint venture Bidder, each member of the joint venture must meet the security requirements.
- (e) Bidders must provide security information for each proposed resource in their TBIPS Bid Submission Form.

For additional information on security requirements, Bidders should consult the "Security Requirements for PWGSC Bid Solicitations - Instructions to Bidders" information found on the Departmental Standard Procurement Documents Website (<http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html>).

PART 7 - RESULTING CONTRACT CLAUSES

The following clauses apply to and form part of any contracts resulting from the bid solicitation.

7.1 REQUIREMENT

_____ (**the Contractor**) agrees to supply to the Identified User the professional services as described in the Contract, including the Statement of Work, in accordance with and at the prices set out in the Contract.

- (a) **Identified User(s):** Under the Contract, the **Identified User** is Public Works and Government Services Canada (PWGSC).
- (b) **Reorganization of Identified User:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Identified User. The reorganization, reconfiguration and restructuring of the Identified User includes the privatization of the Identified User, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Identified User.
- (c) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to "Client" is a reference to the Identified User.

7.2 STANDARD CLAUSES AND CONDITIONS

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<http://sacc.pwgsc.gc.ca/sacc/index-e.jsp>) issued by Public Works and Government Services Canada.

(a) **General Conditions:**

2035 (2012-07-16), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

The text under Subsection 4 of Section 41 – Code of Conduct and Certifications of 2035 referenced above is replaced by:

During the entire period of the Contract, the Contractor must diligently update, by written notice to the Contracting Authority, the list of names of all individuals who are directors of the Contractor whenever there is a change. As well, whenever requested by Canada, the Contractor must provide the corresponding Consent Forms.

(b) **Supplemental General Conditions:**

The following Supplemental General Conditions apply to and form part of the Contract:

- (i) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information; and
- (ii) 4008 (2008-12-12), Supplemental General Conditions - Personal Information.

7.3 SECURITY REQUIREMENT

The Security Requirement Check List (SRCL), as set out under Annex C applies. (or use the detail terms below when required)

- (a) The Contractor must, at all times during the performance of the Contract, hold a valid Designated Organization Screening (DOS), issued by the Canadian and International Industrial Security Directorate (CIISD), Public Works and Government Services Canada (PWGSC).
- (b) The Contractor personnel requiring access to PROTECTED information, assets or sensitive work site(s) must EACH hold a valid RELIABILITY STATUS, granted or approved by CIISD/PWGSC.
- (c) The Contractor MUST NOT remove any PROTECTED information or assets from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
- (d) Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CIISD/PWGSC.
- (e) The Contractor must comply with the provisions of the:
 - 1. Security Requirements Check List EN578-055605, described in Annex C; and
 - 2. Industrial Security Manual (*Latest Edition*).

7.4 CONTRACT PERIOD

- (a) **Contract Period:** The “**Contract Period**” is the entire period of time during which the Contractor is obliged to perform the Work, which includes:
 - (i) The “Initial Contract Period”, which begins on the date the Contract is awarded and ends 240 working days later; and
 - (ii) The period, during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.
- (b) **Option to Extend the Contract:**
 - (i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two additional option periods under the same terms and conditions: Option Period 1 for 240 working days and Option Period 2 for 240 working days. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.
 - (ii) Canada may exercise this option at any time by sending a written notice to the Contractor at least 14 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

7.5 AUTHORITIES

(a) Contracting Authority

The Contracting Authority for the Contract is:

Name: Lorna Fulton
Title: Supply Specialist
Organization: PWGSC
Address: 219 Laurier Ave West
Ottawa ON K1A 0J6
Telephone: 613-952-0387
Facsimile: 613-952-0434
E-mail: lorna.fulton@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

(b) **Project Authorities** *(to be confirmed at contract award)*

The Project Authorities are:

Name:
Title:
Organization:
Address:
Telephone:
Facsimile:
E-mail:

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

(c) **Contractor's Representative** *(to be confirmed at contract award)*

The representative for the Contractor is:

Name:
Title:
Address:
Telephone:
Facsimile:
E-mail:

7.6 PAYMENT

(a) **Basis of Payment**

- (i) **Professional Services provided with a Fixed Time Rate to a Maximum Price:** The Contractor will be paid the firm per diem rates for work performed in accordance with the Contract to a ceiling price (as set out in Annex B: Price Schedule), HST extra. The ceiling price is subject to downward adjustment so as not to exceed the actual hours worked to perform the work when computed in accordance with the Basis of Payment.
- (ii) **Pre-Authorized Travel and Living Expenses:** Canada will reimburse the Contractor for its pre-authorized travel and living expenses reasonably and properly incurred in the performance of the Work outside the National Capital Area, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the Treasury Board Travel Directive, and with the other provisions of the directive referring to “travellers”, rather than those referring to “employees”. All travel must have the prior authorization of the Technical Authority. All payments are subject to government audit. The Contractor will be able to charge for the time spent travelling at the per diem rates set out in the Contract.
- (iii) **The Contractor will be paid only for the actual time worked (exclusive of any allowance for such items as leaves and breaks etc.).**
A firm all-inclusive per diem rate will be paid for every Working Day worked by the Contractor’s resource where the work was performed for 7.5 hours.
Where the work was performed less than 7.5 hours by the Contractor’s resource on a Working Day, the Contractor will be paid for the actual hours worked. The hourly rate will be determined by dividing the per diem rate by 7.5 hours.
The Contractor will not be paid for the transit time of the Contractor’s resource to and from the work site.
Without prior written approval of the Project Authority, the Contractor will not be paid for any time worked by the Contractor’s resource above a 7.5 hour work day.
Working Day means Monday to Friday excluding Canada’s statutory holidays.
- (iv) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.
- (v) **Professional Services Rates:** In Canada's experience, Bidders from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor refuses, or is unable, to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Policy (or equivalent) then in effect, which may include prohibiting the Contractor from bidding on future requirements that include any professional services, or rejecting the Contractor's other bids for professional services

requirements on the basis that the Contractor's performance on this or other contracts is sufficiently poor to jeopardize the successful completion of other requirements.

(vi) Purpose of Estimates: All estimated costs contained in the Contract are included solely for the administrative purposes of Canada and do not represent a commitment on the part of Canada to purchase services in these amounts. Any commitment to purchase specific amounts or values of services is described elsewhere in the Contract.

(b) Limitation of Expenditure

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

(c) Method of Payment

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- (i) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified by Canada; and
- (iii) the Work performed has been accepted by Canada.

(d) Time Verification

Time charged and the accuracy of the Contractor's time recording system is subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contract must repay any overpayment, at Canada's request.

(e) No Responsibility to Pay for Work not performed due to Closure of Government Offices

Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.

If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises.

7.7 INVOICING INSTRUCTIONS

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision.

- (c) By submitting invoices (other than for any items subject to an advance payment), the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- (d) The Contractor must provide the original of each invoice to the Technical Authority, and a copy to the Contracting Authority.

7.8 CERTIFICATIONS

Compliance with the certifications provided by the Contractor in its response to the RFP is a condition of the Contract and subject to verification by Canada during the entire Contract Period. If the Contractor does not comply with any certification or it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, under the default provision of the Contract, to terminate the Contract for default.

7.9 APPLICABLE LAWS

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario, or as indicated in the Bidder's Supply Arrangement.

7.10 PRIORITY OF DOCUMENTS

If there is a discrepancy between the wordings of any documents that appear on the following list, the wording of the document that first appears on the list has priority over the wording of any document that appears later on the list:

- (a) These Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental general conditions, in the following order:
 - (i) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;
 - (ii) 4008 (2008-12-12), Supplemental General Conditions - Personal Information; and
- (c) 2035 (2012-07-16) General Conditions – Higher Complexity – Services;
- (d) Statement of Work;
- (e) Price Schedule;
- (f) Security Requirements Check List;
- (g) Supply Arrangement Number EN578-055605/D (the “**Supply Arrangement**”);
- (h) The Contractor's bid dated _____ (*insert date of bid*), as amended _____ (*insert date(s) of amendment(s) if applicable*), not including any software publisher license terms and conditions that may be included in the bid, not including any provisions in the bid with respect to limitations on liability, and not including any terms and conditions incorporated by reference (including by way of a web link) in the bid.

7.11 FOREIGN NATIONALS (CANADIAN CONTRACTOR OR FOREIGN CONTRACTOR)

- (a) SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor); or
- (b) SACC Manual clause A2001C (2006-06-16) Foreign Nationals (Foreign Contractor);

Whichever is applicable (*to be determined in any resulting Contract*).

7.12 INSURANCE REQUIREMENTS

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.

7.13 LIMITATION OF LIABILITY - INFORMATION MANAGEMENT/INFORMATION TECHNOLOGY

1. This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this section, even if it has been made aware of the potential for those damages.
2. **First Party Liability:**
 - (a) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
 - (i) Any infringement of intellectual property rights to the extent the Contractor breaches the section of the general conditions entitled "Intellectual Property Infringement and Royalties";
 - (ii) Physical injury, including death.
 - (b) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
 - (c) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
 - (d) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (a) above.
 - (e) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relates to:

- (i) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
 - (ii) any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated by Canada either in whole or in part for default, up to an aggregate maximum for this subparagraph (ii) of the greater of **0.75** times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the block titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$ **1,000,000.00**.
- In any case, the total liability of the Contractor under paragraph (e) will not exceed the total estimated cost (as defined above) for the Contract or \$ **1,000,000.00**, whichever is more.
- (f) If Canada's records or data are harmed as a result of the Contractor's negligence or wilful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back up kept by Canada. Canada is responsible for maintaining an adequate back up of its records and data.

3. **Third Party Claims:**

- (a) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.
- (b) If Canada is required, as a result of joint and several liability, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite paragraph (a), with respect to special, indirect, and consequential damages of third parties covered by this section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- (c) The Parties are only liable to one another for damages to third parties to the extent described in this paragraph 3.

7.14 **JOINT VENTURE CONTRACTOR**

- (a) The Contractor confirms that the name of the joint venture is _____ and that it is comprised of the following members: *(all the joint venture members named in the Contractor's original bid will be listed.)*
- (b) Each joint venture member must be a valid SA Holder of the **Supply Arrangement**.
- (c) With respect to the relationship among the members of the joint venture Contractor, each member agrees, represents and warrants *(as applicable)* that:
- (i) _____ has been appointed as the “representative member” of the joint venture Contractor and has full authorities to act as agent for each member regarding all matters relating to the Contract;
 - (ii) by giving notice to the representative member, Canada will be considered to have given notice to all the members of the joint venture Contractor; and
 - (iii) all payments made by Canada to the representative member will act as a release by all the members.
- (d) All the members agree that Canada may terminate the Contract in its discretion if there is a dispute among the members that, in Canada’s opinion, affects the performance of the Work in any way.
- (e) All the members are jointly and severally or solidarily liable for the performance of the entire Contract.
- (f) The Contractor acknowledges that any change in the membership of the joint venture (i.e., a change in the number of members or the substitution of another legal entity for an existing member) constitutes an assignment and is subject to the assignment provisions of the General Conditions.
- (g) The Contractor acknowledges that all security and controlled goods requirements in the Contract, if any, apply to each member of the joint venture Contractor.

Note to Bidders: *This Article will be deleted if the bidder awarded the contract is not a joint venture. If the contractor is a joint venture, this clause will be completed with information provided in its bid.*

7.15 PROFESSIONAL SERVICES - GENERAL

- (a) The Contractor must provide professional services on request as specified in this Contract. Where in the Contract a specific individual is identified as required to perform the Work, the Contractor must make such person available to perform the work within 10 working days of the issuance of the Contract. Where such a specific individual is unavailable to perform the Work, Canada may elect to either (i) exercise its rights or remedies under the Contract or at law (including terminating the Contract for default), or (ii) Canada may require the Contractor to propose the replacement of the specific individual in accordance with the Article titled, “Replacement of Specific Individuals” in the General Conditions 2035. This obligation applies despite any changes that Canada may have made to any hardware, software or any other aspect of the Identified User’s operating environment.

- (b) If there must be a change in a resource performing work under the Contract (which must in any case comply with the requirements in the section of the General Conditions entitled "Replacement of Specific Individuals"), the Contractor must make the replacement available for work within 10 working days of the departure of the existing resource (or, if Canada has requested the replacement, within 15 working days of Canada's notice of the requirement for a replacement).
- (c) All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, and language proficiency) and must be competent to provide the required services by any delivery dates described in the Contract. The resource must be approved by Canada prior to the replacement at the Work site.
- (d) The Contractor must monitor its employees to ensure satisfactory performance and that progress of the Work is maintained to Canada's satisfaction. A Contractor representative will meet with the Project and/or Technical Authority on a regular basis (as specified by Canada) to discuss the performance of its resources and to resolve any issues at hand.
- (e) If the Contractor fails to meet any of its obligations under this Article, or fails to deliver any deliverable or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within 10 working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.

7.16 SAFEGUARDING ELECTRONIC MEDIA

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

7.17 REPRESENTATIONS AND WARRANTIES

The Contractor made statements regarding it and its proposed resources experience and expertise in its bid that resulted in the award of the Contract. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

7.18 ACCESS TO CANADA'S PROPERTY AND FACILITIES

Canada's property, facilities, equipment, documentation, and personnel are not automatically available to the Contractor. If the Contractor would like access to any of these, it is responsible for making a request to the Technical Authority. Unless expressly stated in the Contract, Canada has no obligation to provide any of these to the Contractor. If Canada chooses, in its discretion, to make its property, facilities, equipment, documentation or personnel available to the Contractor to perform the Work, Canada may require an adjustment to the Basis of Payment and additional security requirements may apply.

7.19 GOVERNMENT PROPERTY

Canada agrees to supply the Contractor with items (the “**Government Property**”) required for the Contractor to perform the Work under the Contract. The section of the General Conditions entitled “*Government Property*” also applies to the use of the Government Property by the Contractor.

The section of the General Conditions entitled “*Government Property*” also applies to the use of the Government Property by the Contractor.

ANNEX A: STATEMENT OF WORK

**TASK-BASED INFORMATICS AND PROFESSIONAL SERVICES
FOR
PWGSC SHARED TRAVEL SERVICES PROGRAM
PROGRAM-WIDE PROJECT MANAGEMENT REQUIREMENTS**

1 BACKGROUND

- a) The Shared Travel Services (STS) program, managed by Public Works and Government Services Canada (PWGSC) on behalf of the Government of Canada (GC), provides an end-to-end portfolio of corporate travel management services that include a travel card, a travel call center, an online booking tool and an expense management tool. Currently over 100 Client Departments use all or part the services under the brand "Travel AcXess Voyage" (TAV). On an annual basis, STS supports approximately \$1.6 billion worth of GC travel.
- b) In parallel with managing the current travel services expiring in April 2014, PWGSC launched re-procurement of the next-generation travel management services in 2010. It is anticipated that the implementation of the new solution will begin early 2013 and the new services will go live early 2014.

2 SCOPE OF WORK

- a) To manage day-to-day operations of the current TAV Services including problem management, system design, configuration and implementation, change management, financial management, vendor management, program management, account management, web management, client services, training and communications.
- b) To implement and transition to the next-generation travel management solution including exercising technical authorities to ensure the new solution will be implemented in accordance with technical requirements and contract provisions as well as to ensure a smooth roll-out of the new services to over 100 departments and agencies representing over 100,000 users.
- c) To transition from a project organizational structure to a steady-state program organization structure through STS Operational Transition Project (OTP). The OTP aims at reducing program management cost by replacing some existing consultants with FTEs while retaining core knowledges through a smooth and effective knowledge transfer.

3 PROGRAM-WIDE PROJECT SUPPORT REQUIREMENTS

- a) STS requires resources (see Table A-1) to provide program-wide project management support by leveraging their knowledge, skills, experience and expertise in the areas of risk management, change management, service transition and implementation, client support and account management, project management and procurement support.
- b) STS is committed to advancing modern management and administrative initiatives to better support its clients, and to ensure that the services are managed dilligently and cost-effectively.

APPENDIX A TO ANNEX A
P.12 RISK MANAGEMENT SPECIALIST (LEVEL 3)

1 REQUIREMENT

The Shared Travel Services (STS) program has a requirement for one P.12 Risk Management Specialist (Level 3). This resource will provide STS management and the project team advice and recommendations associated with ongoing and emerging system functionality to ensure a secured operation of the government-wide travel management services.

2 TASKS

Throughout the contract period, the resource must execute the following tasks:

- a) Provide advice, recommendations and support to the implementation and adoption of the new travel management solution, focusing on mitigating and managing risks associated with system functionality and the security operations of the STS travel management services;
- b) Research and analyze Treasury Board (TB) travel policy and directive to identify potential risk areas and level of impact regarding policy compliance of the new travel management services; develop mitigation measures and action plan to ensure that the services fully meet TB policy requirements;
- c) Develop an implementation plan and control process for the new travel management solution to manage any risks or issues in meeting the GC security requirements and procedures;
- d) Review vendor's document, identify and provide advice on the resolution to current and emerging issues in complying with the GC approved certifications and accreditations of the operation of the travel management services;
- e) Provide assistance in the development of long-term strategies in risk management of GC travel services focusing on policy compliance and security/privacy insurance;
- f) Conduct risk assessment on vendor's IT network, IM tool, service delivery and operation model for the new travel management services and develop risk management plan where appropriate;
- g) Conduct a risk assessment and develop a strategic contingency plan to ensure the continuity of the travel management service in the event of extended hardware outages, major software bugs, or critical operational issues;
- h) Review and analyze the government security policy and its application to the functional requirements of the new travel management solution from a national and international perspective and identify any potential compliancy issues the vendor may encounter;
- i) Conduct a risk assessment, identify specific risks associated with functional modules (e.g. on-line booking tool) of the solution and the overall program objectives, and formulate proper solutions, methodologies, risk mitigation measures and action plan to ensure that the services fully meet STS security and privacy requirements;

- j) Review vendor's threat analysis and threat risk assessments and provide recommendations on how to resolve potential issues found through the review; and
- k) Communicate with clients and internal and external stakeholders to respond to comments and questions on the STS travel management solution, especially in the area of security and privacy.

3 DELIVERABLES

Throughout the contract, the resource must execute the aforementioned tasks and complete the following deliverables in a timely and quality manner. All deliverables are subject to the review and approval of the Project Authority.

- a) The resource must prepare and submit periodic program audits and recommendations on overall program health.
- b) The resource must prepare and submit ongoing senior management presentations, briefing notes and status reports.
- c) The resource must provide any other project deliverables related to the tasks identified in Section 2 above, on an "as and when requested" basis as specified by the Technical Authority.
- d) The resource must develop and submit post engagement review report/lessons learned documents.
- e) The resource must conduct transfer of program relevant knowledge to the project team and client staff on an ongoing basis throughout the life of the project with final knowledge transfer to be completed no later than one month prior to the contract end date.
- f) The resource must provide risk reports, which consist of risk events, impact and risk mitigation plans in relation to improvements to the current STS travel management solution
- g) The resource must provide risk reports, which consist of risk events, impact and risk mitigation plans in relation to functional requirements and implementation and roll-out of the new STS travel management solution.
- h) The resource must provide risk reports on the risk, impact, mitigation and management strategies on the functional documentation provided by the current and new Vendor.

APPENDIX B TO ANNEX A
P.1 CHANGE MANAGEMENT CONSULTANT (LEVEL 3) - BILINGUAL
- DEPARTMENTAL TRANSITION MANAGER

1 REQUIREMENT

The Shared Travel Services (STS) program has a requirement for one bilingual P.1 Change Management Consultant (Level 3) - Bilingual. This resource will be responsible for the implementation and the transition of the client departments from the current STS travel management solution to the new management travel solution.

2 TASKS

Throughout the contract period, the resource must execute the following tasks:

- a) Manage a portfolio of clients, build partnerships and relationships, and raise awareness of the STS solution;
- b) Manage the transition of client departments from the current suite of STS travel services to the new solution;
- c) Liaise with the current and future travel services Vendor to facilitate the transition-out of the current services and the transition-in implementation of the new services;
- d) Provide technical subject matter expertise on STS contract requirements in support of the transition;
- e) Conduct gap analysis between current and future travel systems and assist client departments to resolve any transition issues;
- f) As and when requested, travel to various government departments across the nation to provide first-hand support to ensure clients a smooth transition, implementation and adoption of new STS travel management services;
- g) Develop and implement change management plans and manage the execution of the plan to drive adoption of the STS solution;
- h) Increase GC awareness of the STS program by proactively educating and communicating to key stakeholders about STS and foster commitment and endorsement in the use of the STS travel tools and products, and by developing and delivering bilingual presentations to executives through various channels to promote the understanding and use of the travel solution, both present and future;
- i) Conduct business and travel data analysis reviews with departments on an ongoing basis to present quarterly travel results, and proactively support and guide departments in maximizing their use and benefits of the STS solution;
- j) Plan and conduct national intra-government environmental scans, studies and fact finding exercises of travel management practices, policies, procedures and departmental systems, to identify and report best practices, lessons learned, areas for improvement, and to develop appropriate measures and action plan to support an effective change management during the transition phase of the services;

- k) Lead and engage project teams in the development of change management and process re-engineering plans and strategies, including comprehensive communications, marketing and awareness initiatives;
- l) Support Contracting Authority in resolving any contracting issues related to services transition; and
- m) Provide subject matter expertise to support the design and configuration of the new STS solution.

3 DELIVERABLES

Throughout the contract, the resource must execute the aforementioned tasks and complete the following deliverables in a timely and quality manner. All deliverables are subject to the review and approval of the Project Authority.

- a) The resource must prepare and submit periodic program audits and recommendations on overall program health.
- b) The resource must prepare and submit ongoing senior management presentations, briefing notes and status reports.
- c) The resource must provide any other project deliverables related to the tasks identified in Section 2 above, on an “as and when requested” basis as specified by the Project Authority.
- d) The resource must develop and submit post engagement review report/lessons learned documents.
- e) The resource must conduct transfer of program relevant knowledge to the project team and client staff on an ongoing basis throughout the life of the project with final knowledge transfer to be completed no later than one month prior to the contract end date.
- f) The resource must provide a change management work plan and activities for client departments.
- g) The resource must provide bilingual presentation material to executive audiences.
- h) The resource must provide Travel Data Analysis to the client departments.
- i) The resource must provide environmental scans, studies and fact finding plans to client departments.
- j) The resource must conduct analysis on the Statement of Work of the new travel management solution.
- k) The resource must provide departmental transition status updates to various stakeholders as requested.

APPENDIX C TO ANNEX A
P.9 PROJECT MANAGER (LEVEL 3)
– IMPLEMENTATION MANAGER

1. REQUIREMENT

The Shared Travel Services (STS) program has a requirement for one P.9 Project Manager (Level 3). This resource will work closely and collaboratively with the program Technical Authority, Program Management Office (PMO) and PWGSC staff to ensure all stakeholder relationships and business dimensions (e.g. risks and issues, planning and integration, governance, cost, schedule and scope, etc) are coordinated, managed consistently, and integrated in order to achieve identified program objectives.

2. TASKS

Throughout the contract period, the resource must execute the following tasks:

- a) Establish and lead project management activities including planning implementation and execution;
- b) Assist the set-up of the PMO and support its day-to-day operation;
- c) Prepare briefings or documentation on implementation progress and concerns of the new travel management solution for stakeholders and management;
- d) Monitor the implementation and operations start up against established milestones and report progress of the project on an ongoing basis and at scheduled points in the life cycle;
- e) Meet with stakeholders and other project managers on a regular basis to manage and resolve project issues;
- f) Investigate and analyze the root cause of the project problems, gather facts and findings, and provide advice on how to resolve the problems;
- g) Formulate and manage project plans by defining deliverables, identifying priorities and key milestones, monitoring and controlling project progress, and engaging in ongoing risk management and problem management; and
- h) Develop project control and reporting procedures and manage changes in the plan.

3. DELIVERABLES

Throughout the contract, the resource must execute the aforementioned tasks and complete the following deliverables in a timely and quality manner. All deliverables are subject to the review and approval of the Project Authority.

- a) The resource must prepare and submit periodic program audits and recommendations on overall program health.
- b) The resource must prepare and submit ongoing senior management presentations, briefing notes and status reports.
- c) The resource must provide any other project deliverables related to the tasks identified in Section 2 above, on an “as and when requested” basis as specified by the Project Authority.

- d) The resource must develop and submit post engagement review report/lessons learned documents.
- e) The resource must conduct transfer of program relevant knowledge to the project team and client staff on an ongoing basis throughout the life of the project with final knowledge transfer to be completed no later than one month prior to the contract end date.
- f) The resource must provide progress report of the project on an ongoing basis and at scheduled points in the project life cycle.
- g) The resource must provide project implementation plan including resourcing, governance, roles and responsibilities, schedule, dependencies and milestones
- h) The resource must provide a risk management framework to identify and capture risk events, risk indicators, rankings and mitigation action plans.
- i) The resource must identify and provide user business requirements and functional specifications.

APPENDIX D TO ANNEX A
P.9 PROJECT MANAGER (LEVEL 3) – BILINGUAL
- IMPLEMENTATION MANAGER

1. REQUIREMENT

The Shared Travel Services (STS) program has a requirement for one P.9 Project Manager (Level 3) – Bilingual. This resource will work closely and collaboratively with the program Technical Authority, Program Management Office (PMO) and PWGSC staff to ensure all stakeholder relationships and business dimensions (e.g. risks and issues, planning and integration, governance, cost, schedule and scope, etc) are coordinated, managed consistently, and integrated in order to achieve identified program objectives.

2. TASKS

Throughout the contract period, the resource must execute the following tasks:

- a) Establish and lead project management activities including planning, implementation and execution;
- b) Assist the set-up of the PMO and support its day-to-day operation;
- c) Prepare bilingual briefings or documentation on implementation progress and concerns of the new travel management solution for stakeholders and management;
- d) Monitor the implementation and operations start up against established milestones and report progress of the project on an ongoing basis and at scheduled points in the life cycle;
- e) Meet with stakeholders and other project managers on a regular basis to manage and resolve project issues;
- f) Investigate and analyze the root cause of the project problems, gather facts and findings and provide advice and measures to resolve the problems;
- g) Formulate and manage project plans by defining deliverables, identifying priorities and key milestones, monitoring and controlling project progress, and engaging in ongoing risk management and problem management; and
- h) Develop project control and reporting procedures and manage changes in the plan.

3. DELIVERABLES

Throughout the contract, the resource must execute the aforementioned tasks and complete the following deliverables in a timely and quality manner. All deliverables are subject to the review and approval of the Project Authority.

- a) The resource must prepare and submit periodic program audits and recommendations on overall program health.
- b) The resource must prepare and submit ongoing senior management presentations, briefing notes and status reports.

- c) The resource must provide any other project deliverables related to the tasks identified in Section 2 above, on an “as and when requested” basis as specified by the Project Authority and in a bilingual format when required.
- d) The resource must develop and submit post engagement review report/lessons learned documents.
- e) The resource must conduct transfer of program relevant knowledge to the project team and client staff on an ongoing basis throughout the life of the project with final knowledge transfer to be completed no later than one month prior to the contract end date.
- f) The resource must provide progress report of the project on an ongoing basis and at scheduled points in the project life cycle.
- g) The resource must provide project implementation plan including resourcing, governance, roles and responsibilities, schedule, dependencies and milestones
- h) The resource must provide a risk management framework to identify and capture risk events, risk indicators, rankings and mitigation action plans.
- i) The resource must identify and prepare user business requirements and functional specifications.
- j) The resource must provide bilingual report on the department implementation status of the current and/or new travel management solution, as requested by the Technical Authority.

APPENDIX E TO ANNEX A
P.1 CHANGE MANAGEMENT CONSULTANT (LEVEL 1) – BILINGUAL
– JUNIOR ACCOUNT MANAGER

1 REQUIREMENT

The Shared Travel Services (STS) program has a requirement for one P.1 Change Management Consultant (Level 1) – Bilingual. The resource will manage client departments under the current STS solution. The resource will also assist the client departments in the transition to the new travel management solution.

2 TASKS

Throughout the contract period, the resource must execute the following tasks:

- a) Lead the Vendor, STS implementation subject matter experts and client departments in developing a work plan including executive engagement, business process gap analysis activities within the department, implementation communications and training activities within the department, and the rollout plan;
- b) Develop program related strategies in service delivery to a portfolio of GC departments by building partnerships and relationships, and raising awareness of the STS travel management solution;
- c) Assist GC departments and financial cluster groups with the adoption of the financial data feeds transferring between the STS travel management solution and government department's financial management systems;
- d) Educate and communicate to key stakeholders and working groups about the STS travel management solution and foster commitment and endorsement in the use of the STS travel tools and products;
- e) Analyse travel expenditure trends and assist in business reviews and data analysis with departmental working groups to present quarterly travel results, and provide guidance to the departments in maximizing their use, benefits and service value proposition of the STS travel management solution in accordance with government policies, practices and procedures;
- f) Research and analyze Treasury Board (TB) policies and directives to determine their current or potential impact on the implementation and deployment of the new STS travel management solution to the client department or the impact the department's implementation strategy may have on the TB policies and directives;
- g) Maintain partnership with client departments and assist in the evaluation of current travel procedures and practices and adjust the procedures and practices to fit the implementation of the new STS travel management solution;
- h) Create and distribute travel management statistical analysis of GC department implementation status of the travel management solution to support departments to better manage travel;
- i) Lead a portfolio of government departments through the transition to a new travel management solution and provide advice and guidance to support client departments in the implementation of STS travel management solution;
- j) Provide client support to manage and resolve any service issues to ensure high client satisfaction is obtained for STS travel management solution; and

- k) Assist the development of the implementation strategy and roll-out plan for the new travel management solution with client departments.

3 DELIVERABLES

- a) The resource must prepare and submit periodic program audits and recommendations on overall program health.
- b) The resource must prepare and submit, in a bilingual format when required, ongoing senior management presentations, briefing notes and status reports.
- c) The resource must provide any other project deliverables related to the tasks identified in Section 2 above, on an “as and when requested” basis as specified by the Project Authority.
- d) The resource must develop and submit post engagement review report/lessons learned documents.
- e) The resource must conduct transfer of program relevant knowledge to the project team and client staff on an ongoing basis throughout the life of the project with final knowledge transfer to be completed no later than one month prior to the contract end date.
- f) The resource must provide analysis report on business “critical success factors”.
- g) The resource must provide a business review slide deck of the quarterly travel results for each department within the contractor portfolio.
- h) The resource must provide an evaluation and recommendation to client departments on travel operation procedures and processes.

Note to translator: the bullet regarding “development of architecture requirements design, process development, process mapping” is deleted.

APPENDIX F TO ANNEX A
P.1 CHANGE MANAGEMENT CONSULTANT (LEVEL 2) – BILINGUAL
– ACCOUNT MANAGER

1. REQUIREMENT

The Shared Travel Services (STS) program has a requirement for one P.1 Change Management Consultant (Level 2) – Bilingual. This resource will work closely and collaboratively with the program Technical Authority, Program Management Office (PMO) and PWGSC staff to ensure all in the management of the current STS solution for client departments. The resource will also assist the client department in the transition to the new travel management solution.

2. TASKS

Throughout the contract period, the resource must execute the following tasks:

- a) Lead and engage the project teams in the continued adoption and roll-out of the travel management solutions in departments and agencies and/or the initial implementation of the new service, as may be required;
- b) Manage a portfolio of departmental clients in building partnerships, relationships, improving the utilization of the travel management solution and co-ordinate presentations and product demos to departments to promote the use of the travel management solution;
- c) Lead the Vendor, STS implementation subject matter experts and client departments in developing a work plan including executive engagement, business process gap analysis activities within the department, implementation, communications and training activities within the department, and the rollout plan;
- d) Lead multi-departmental working groups in developing strategies to improve the functionality of the travel management solution;
- e) Conduct business reviews with client departments on an ongoing basis to present quarterly travel results, in-depth analysis of departmental travel expenditure performance and make recommendation for action, and proactively support and provide guidance to departments in maximizing their use, service value proposition and benefits of the STS travel management solution in accordance with government policies, practices and procedures;
- f) Research and analyze TB policies and directives to determine their current or potential impact on the implementation and deployment of the new STS travel management solution to the client department or the impact the department's implementation strategy may have on the TB policies and directives;
- g) Create, analyse and distribute travel management statistical reports, using Crystal Reports and/or Cognos Business Intelligence and/or Amex@work, on GC departments' implementation status of the travel management solution to assist departments to better manage travel;

- h) Lead a portfolio of government departments through the transition to a new travel management solution and provide advice and guidance to support client departments in the implementation of new solution;
- i) Provide Business Case and Cost-Benefit analysis to STS and key departments in support of the implementation and transition to the new travel management solution;
- j) Provide client support to manage and resolve any service issues to ensure high client satisfaction is obtained for STS travel management solution; and
- k) Provide advice and guidance to the STS Management with respect to service delivery, client support, account management and call centre management and oversight.

3. DELIVERABLES

- a) The resource must prepare and submit periodic program audits and recommendations on overall program health.
- b) The resource must prepare and submit, in a bilingual format when requested, ongoing senior management presentations, briefing notes and status reports.
- c) The resource must provide any other project deliverables related to the tasks identified in Section 2 above, on an “as and when requested” basis as specified by the Project Authority.
- d) The resource must develop and submit post engagement review report/lessons learned documents.
- e) The resource must conduct transfer of program relevant knowledge to the project team and client staff on an ongoing basis throughout the life of the project with final knowledge transfer to be completed no later than one month prior to the contract end date.
- f) The resource must provide analysis report on business “critical success factors”.
- g) The resource must provide a work plan that depicts the activities, interrelationships key milestones and responsibilities for the performance of the work for implementing and rolling out the STS travel management solution.
- h) The resource must provide in a bilingual format when requested, a business review slide deck of the quarterly travel results for each department within the contractor portfolio.
- i) The resource must provide the Travel management statistical reports using Crystal Reports or Cognos Business Intelligence and Amex@work, on departments’ implementation status of the travel management solution that is within the contractor portfolio.

APPENDIX G

P.9 PROJECT MANAGER (LEVEL 3)

– SENIOR PROCUREMENT SPECIALIST

1. REQUIREMENT

The Shared Travel Services (STS) program has a requirement for one P.9 Project Manager (Level 3) – Senior Procurement Specialist. This resource will work closely and collaboratively with the procurement group and Program Management Office (PMO) to ensure the successful implementation and transition to the next-generation travel management solution. The resource will also coordinate, manage and integrate the procurement objectives i.e. risks and issues, planning and integration, governance, cost, schedule and scope, etc.

2. TASKS

Throughout the contract period, the resource must execute the following tasks:

- a) Research and monitor the travel industry's emerging trends, policies and technology to accurately reflect the latest business practices in support of the next generation travel service;
- b) Develop risk mitigation plan for contract management;
- c) Develop Contract Management Data Centre using Microsoft Access;
- d) Develop Contracting documentation and approval documentation for Treasury Board Submission;
- e) Assist the Contracting Authority in managing the project during the development, implementation and operations start-up by ensuring that the STS project is developed and is fully operational in accordance with contract provisions;
- f) Review travel industry documents on current and emerging issues, including position papers, policy research, corporate reporting, protocols, media information and presentations for consistency with government business requirements;
- g) Liaise and coordinate with the contracting authority to control and monitor the release of communications to industry;
- h) Provide advice and guidance regarding federal government travel requirements in accordance with Treasury Board travel policies and directives;
- i) Prepare briefing materials (briefing notes, Power point presentation) to procurement management;
- j) Participate in the development of the Lessons Learned report; and
- k) Assist the Contact Authority in day to day contract administration.

3. DELIVERABLES

Throughout the contract, the resource must execute the aforementioned tasks and complete the following deliverables in a timely and quality manner. All deliverables are subject to the review and approval of the Contracting Authority or Project Authority.

- a) The resource must prepare and submit periodic program audits and recommendations on overall program health.

- b) The resource must prepare and submit ongoing senior management presentations, briefing notes and status reports, when requested by the Contracting Authority or Technical Authority.
- c) The resource must provide project deliverables related to the tasks identified in Section 2 above, on an “as and when requested” basis requested by the Contracting Authority or Technical Authority.
- d) The resource must develop and submit post engagement review report/lessons learned documents.
- e) The resource must conduct transfer of program relevant knowledge to the procurement and project team and client staff on an ongoing basis throughout the life of the project with final knowledge transfer to be completed no later than one month prior to the contract end date.
- f) The resource must provide business analysis report on the next generation travel management system.
- g) The resource must provide the Contracting Authority with draft TB submission documentation for contract approval.
- h) The resource must deliver the Contracting Authority with a Contract Management Data Center.

ANNEX B: PRICE SCHEDULE

**FOR
THE TASK-BASED INFORMATICS AND PROFESSIONAL SERVICES
FOR
PWGSC SHARED TRAVEL SERVICES PROGRAM –
PROGRAM WIDE PROJECT MANAGEMENT REQUIREMENTS**

***Note to Bidders:** Price Schedule will be developed based on inputs of Bidder's Pricing Table from the winning bid. Price Schedule will then be provided with any resulting Contract.*

**ANNEX C:
SECURITY REQUIREMENTS CHECK LIST**

**FOR
THE TASK-BASED INFORMATICS AND PROFESSIONAL SERVICES**



Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat EN578-055605-D
Security Classification / Classification de sécurité UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL)
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine	Public Works and Government Services Canada	2. Branch or Directorate / Direction générale ou Direction Acquisitions
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail Standing Offer for the provision of Task Based Informatics Professional Services to the Government of Canada		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>
SECRET SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>



Contract Number / Numéro du contrat
EN578-055605-D
Security Classification / Classification de sécurité UNCLASSIFIED

PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? No / Non Yes / Oui
If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? No / Non Yes / Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :
Document Number / Numéro du document :

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

- | | | | |
|--|---|--|--|
| <input type="checkbox"/> RELIABILITY STATUS
COTE DE FIABILITÉ | <input type="checkbox"/> CONFIDENTIAL
CONFIDENTIEL | <input checked="" type="checkbox"/> SECRET
SECRET | <input type="checkbox"/> TOP SECRET
TRÈS SECRET |
| <input type="checkbox"/> TOP SECRET - SIGINT
TRÈS SECRET - SIGINT | <input type="checkbox"/> NATO CONFIDENTIAL
NATO CONFIDENTIEL | <input type="checkbox"/> NATO SECRET
NATO SECRET | <input type="checkbox"/> COSMIC TOP SECRET
COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS
ACCÈS AUX EMPLACEMENTS | | | |

Special comments:
Commentaires spéciaux : _____

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.
REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? No / Non Yes / Oui
If Yes, will unscreened personnel be escorted?
Dans l'affirmative, le personnel en question sera-t-il escorté? No / Non Yes / Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? No / Non Yes / Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? No / Non Yes / Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? No / Non Yes / Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? No / Non Yes / Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? No / Non Yes / Oui



Contract Number / Numéro du contrat EN578-055605-D
Security Classification / Classification de sécurité UNCLASSIFIED

PART C - (continued) / PARTIE C - (suite)

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.

Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET	NATO RESTRICTED / NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL / NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET / COSMIC TRÈS SECRET	PROTECTED / PROTÉGÉ			CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET
											A	B	C			
Information / Assets / Renseignements / Biens / Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED? / La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification". / Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED? / La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments). / Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

ATTACHMENT 3.1

BIDDER'S PRICING TABLE

ATTACHMENT 3.1: BIDDER'S PRICING TABLE

REQUIREMENTS			CONTRACT PERIOD (240 working days)		
N o.	Category of Personnel	Qty	No of Days	Per Diem Rate	Total
1	P.12 Risk Management Specialist	1	240		\$ -
2	P.1 Change Management Consultant (Bilingual) – Departmental Transition Manager	1	240		\$ -
3	P. 9 Project Manager - Implementation Manager	1	240		\$ -
4	P.9 Project Manager (Bilingual) – Implementation Manager	1	240		\$ -
5	P.1 Change Management Consultant (Bilingual) – Junior Account Manager	1	240		\$ -
6	P.1 Change Management Consultant (Bilingual) – Account Manager	1	240		\$ -
7	P.9 Project Manager – Senior Procurement Specialist	1	240		\$ -

REQUIREMENTS			OPTION PERIOD 1 (240 working days)		
N o.	Category of Personnel	Qty	No of Days	Per Diem Rate	Total
1	P.12 Risk Management Specialist	1	240		\$ -
2	P.1 Change Management Consultant (Bilingual) – Departmental Transition Manager	1	240		\$ -
3	P. 9 Project Manager - Implementation Manager	1	240		\$ -
4	P.9 Project Manager (Bilingual) – Implementation Manager	1	240		\$ -
5	P.1 Change Management Consultant (Bilingual) – Junior Account Manager	1	240		\$ -
6	P.1 Change Management Consultant (Bilingual) – Account Manager	1	240		\$ -
7	P.9 Project Manager – Senior Procurement Specialist	1	240		\$ -

REQUIREMENTS			OPTION PERIOD 2 (240 working days)		
N o.	Category of Personnel	Qty	No of Days	Per Diem Rate	Total
1	P.12 Risk Management Specialist	1	240		\$ -
2	P.1 Change Management Consultant (Bilingual) – Departmental Transition Manager	1	240		\$ -
3	P. 9 Project Manager - Implementation Manager	1	240		\$ -
4	P.9 Project Manager (Bilingual) – Implementation Manager	1	240		\$ -
5	P.1 Change Management Consultant (Bilingual) – Junior Account Manager	1	240		\$ -
6	P.1 Change Management Consultant (Bilingual) – Account Manager	1	240		\$ -
7	P.9 Project Manager – Senior Procurement Specialist	1	240		\$ -

N o.	Category of Personnel	Bidder's Proposed Price (per Category)
1	P.12 Risk Management Specialist	\$ -
2	P.1 Change Management Consultant (Bilingual) – Departmental Transition Manager	\$ -
3	P. 9 Project Manager - Implementation Manager	\$ -
4	P.9 Project Manager (Bilingual) – Implementation Manager	\$ -
5	P.1 Change Management Consultant (Bilingual) – Junior Account Manager	\$ -
6	P.1 Change Management Consultant (Bilingual) – Account Manager	\$ -
7	P.9 Project Manager – Senior Procurement Specialist	\$ -

Note: (1) The Bidder may bid on any of the Resource Categories. The Bidder must bid on the Contract Period plus both Option Periods. (2) Bidder's Proposed Price is the summation of the resource cost associated with the respective category for the professional service provided for the Contract Period and all Option Periods.

ATTACHMENT 3.2

TBIPS BID SUBMISSION FORM

TBIPS BID SUBMISSION FORM

<i>(to be filled in by Bidder)</i>	
Bidder's full legal name	
Authorized Representative of Bidder for evaluation purposes <i>(e.g., clarifications)</i>	Name
	Title
	Address
	Telephone #
	Fax #
	Email
Bidder's Procurement Business Number (PBN) <i>[see the Standard Instructions 2003]</i>	
Jurisdiction of Contract: Province in Canada the bidder wishes to be the legal jurisdiction applicable to any resulting contract <i>(if other than as specified in solicitation)</i>	As per TBIPS Holder Supply Arrangement.
Former Public Servants See the Article in Part 5 of the bid solicitation entitled Former Public Servant Certification for a definition of "Former Public Servant".	Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation? Yes ____ No ____ If yes, provide the information required by the Article in Part 5 entitled "Former Public Servant Certification"
	Is the Bidder a FPS who received a lump sum payment under the terms of a work force reduction program? Yes ____ No ____ If yes, provide the information required by the Article in Part 5 entitled "Former Public Servant Certification"

<p>Federal Contractors Program for Employment Equity (FCP EE) Certification</p> <p>If the bidder is exempt, please indicate the basis for the exemption to the right. If the bidder does not fall within the exceptions enumerated to the right, the Program requirements do apply and the bidder is required either to:</p> <p>(a) Submit to the Department of HRSD form LAB 1168, Certificate of Commitment to Implement Employment Equity, DULY SIGNED; or (b) Submit a valid Certificate number confirming its adherence to the FCP-EE.</p> <p>Bidders are requested to include their FCP EE Certification or signed LAB 1168 with their bid; if this information is not provided in the bid, it must be provided upon request by the Contracting Authority during evaluation.</p> <p>For joint ventures, be sure to provide this information for each of the members of the joint venture.</p>	<p>On behalf of the bidder, by signing below, I also confirm that the bidder [<i>check the box that applies</i>]:</p> <p>(a) is not subject to Federal Contractors Program for Employment Equity (FCP-EE), because it has a workforce of less than 100 permanent full or part-time employees in Canada;</p> <p>(b) is not subject to FCP-EE, because it is a regulated employer under the <i>Employment Equity Act</i>;</p> <p>(c) is subject to the requirements of FCP-EE, because it has a workforce of 100 or more permanent full or part-time employees in Canada, but has not previously obtained a certificate number from the Department of Human Resources and Skills Development (HRSD) (having not bid on requirements of \$200,000 or more), in which case a duly signed certificate of commitment is attached; OR</p> <p>(d) is subject to FCP-EE, and has a valid certification number as follows: _____ (and has not been declared an Ineligible Contractor by HRSD).</p>
<p>Security Clearance Level of Bidder [include both the CISD security clearance number, level and the date it was granted]</p>	
<p>Security Clearance Level of Bidder's Individual Resources [add additional resources on another page, if required]</p> <p>i. Name of Individual as it appears on security clearance application:</p> <p>ii. Level of security clearance obtained and expiry date:</p> <p>iii. Security Screening Certificate and Briefing Form file number</p>	<p>i.</p> <p>ii.</p> <p>iii.</p>
<p>On behalf of the bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that:</p> <ol style="list-style-type: none"> The bidder considers itself and its products able to meet all the mandatory requirements described in the bid solicitation; This bid is valid for the period requested in the bid solicitation; All the information provided in the bid is complete, true and accurate; and If the bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting 	

contract clauses included in the bid solicitation.	
--	--

Signature of Authorized Representative of Bidder	
Name	
Signed	
Date	

ATTACHMENT 4.1

EVALUATION CRITERIA FOR THE PROPOSED RESOURCES - MANDATORY AND RATED REQUIREMENTS

1. Evaluation Criteria for P.12 Risk Management Specialist (Level 3)

(a) Mandatory Requirements

Mandatory (M) Requirements for P.12 Risk Management Specialist (Level 3):

M #	Mandatory Requirements	Demonstrated Experience - Cross reference to proposal
M-1	The bidder's proposed resource must demonstrate a minimum of ten (10) years of experience within the last fifteen (15) years providing advice and making recommendations with regards to the ongoing and emerging system functionality of enterprise-wide application(s) or solution(s) as it relates to risk management to ensure a secured operation of the system.	
M-2	The bidder's proposed resource must be certified in Risk and Information System Control.	
M-3	The bidder's proposed resource must hold a Secret level security clearance.	
M-4	<p>CERTIFICATION OF LANGUAGE - [BILINGUAL]</p> <p>The Contractor certifies that the proposed resource in response to this bid solicitation is fluent in both official languages of Canada (French and English). The individual proposed must be able to communicate orally and in writing without any assistance and with minimal errors.</p> <p>_____ Date</p> <p>Print name of authorized individual & sign above</p>	
M-5	The Bidder must provide one (1) most recent client reference from a client organization that support the proposed resource's demonstrated experience within the last five (5) years.	

Note: Resources that do not meet all mandatory requirements, will receive no further consideration.

(b) Rated Requirements

Rated (R) Requirements and scoring scheme for P.12 Risk Management Specialist (Level 3):

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
R-1	The bidder's proposed resource should demonstrate for each project, a minimum of twelve (12) consecutive months experience within the last ten (10) years, in conducting risk assessment and developing risk mitigation plan, methodologies and strategies for risk management.	<p>2 projects: 30 points</p> <p>3 projects: 40 points</p> <p>4 projects: 50 points</p> <p>5 or more projects: 60 points</p> <p>Maximum 60 points</p>	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
R-2	The bidder's proposed resource should demonstrate for each project, a minimum of twelve (12) consecutive months experience within the last ten (10) years, in performing threat analysis and risk assessments for the Federal Government projects/programs.	2 projects: 10 points 3 or more projects: 20 points Maximum 20 points	
R-3	The bidder's proposed resource should demonstrate experience within the last ten (10) years, in analyzing a government or private sector security policy and providing advice on how to mitigate risks associated with the application of the policy to functional and operational requirements as it relates to the implementation of vendor's services.	13 - 24 months: 20 points 25 - 48 months: 30 points 49 - 72 months: 40 points 73 months or more: 60 points Maximum 60 points	
R-4	The bidder's proposed resource should demonstrate experience, within the last ten (10) years, in applying the Government of Canada security policy and procedures to a government-wide management solution.	25 - 48 months: 10 points 49 months or more: 20 points Maximum 20 points	
R-5	The bidder's proposed resource should demonstrate for each project, a minimum of twelve (12) consecutive months experience within the last 10 years, in identifying security, privacy and or operating system risks associated with the functional module of an enterprise solution or the overall implementation objectives of the project.	1 project: 20 points 2 projects: 30 points 3 or more projects: 50 points Maximum: 50 points	
R-6	The bidder's proposed resource should demonstrate experience, within the last ten (10) years, in conducting risk assessments associated with Privacy Impact Assessments within the Federal Government.	2 projects: 10 points 3 or more projects: 20 points Maximum: 20 points	
R-7	The bidder's proposed resource should demonstrate knowledge and project experience, within the last seven (7) years, related to the federal government travel management solution and associated travel policies/directives.	13 - 24 months: 10 points 25 months or more: 20 points Maximum 20 points	
R-8	The bidder's proposed resource should demonstrate knowledge OR project experience, within the last seven (7) years, related to travel industry focusing on end-to-end enterprise-wide travel management.	13 - 24 months: 20 points 25 months or more: 30 points Maximum 30 points	
R-9	The bidder's proposed resource should hold a valid certification in information security and protection.	Certified Protection Professional (CCP): 10 points Certified Information System Secure Professional (CISSP): 10 points	
Total Points assigned: 280 points		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 196 points (70%).</i>			

2. Evaluation Criteria for P.1 Change Management Consultant (Level 3) – Bilingual – Departmental Transition Manager:

(a) Mandatory Requirements

Mandatory (M) Requirements for P.1 Change Management Consultant (Level 3) – Bilingual – Departmental Transition Manager:

M #	Mandatory Requirements	Demonstrated Experience - Cross reference to proposal
M-1	The bidder's proposed resource must demonstrate a minimum of three (3) years of experience within the last five (5) years playing a leading/advanced role in change management.	
M-2	The bidder's proposed resource must demonstrate a minimum of five (5) years experience within the last ten (10) years in the development and implementation of change management plans, communication strategies and activities to drive adoption of a new corporate or government program.	
M-3	The bidder's proposed resource must demonstrate a minimum of ten (10) years of experience within the last fifteen (15) years in using change management and business process reengineering theories and practices.	
M-4	<p>CERTIFICATION OF LANGUAGE - [BILINGUAL]</p> <p>The Contractor certifies that the proposed resource in response to this bid solicitation is fluent in both official languages of Canada (French and English). The individual proposed must be able to communicate orally and in writing without any assistance and with minimal errors.</p> <p>_____ Date</p> <p>Print name of authorized individual & sign above</p>	
M-5	The Bidder must provide one (1) most recent client reference from a client organization that support the proposed resource's demonstrated experience within the last five (5) years.	

Note: Resources that do not meet all mandatory requirements, will receive no further consideration.

(b) Rated Requirements

Rated (R) Requirements and scoring scheme for P.1 Change Management Consultant (Level 3) – Bilingual – Departmental Transition Manager:

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
R-1	<p>The bidder's proposed resource should demonstrate experience within the last ten (10) years in leading and coordinating presentations and open forum discussions with stakeholder groups within a multi-department government or large private sector organization.</p> <p><i>NOTE: multi-department means more than five (5) departments in a specific government</i></p>	<p>13 - 24 months: 20 points 25 - 48 months: 30 points 49 - 72 months: 40 points 73 months or more: 60 points</p> <p>Maximum 60 points</p>	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
	<i>or corporate organization.</i>		
R-2	The bidder's proposed resource should demonstrate for each project, a minimum of six (6) consecutive months experience within the last ten (10) years, in creating and implementing comprehensive change management strategies and plans to support local, regional or national change management initiatives.	2 projects: 20 points 3 projects: 30 points 4 projects: 40 points 5 or more projects: 50 points Maximum 50 points	
R-3	The bidder's proposed resource should demonstrate experience within the last ten (10) years, in the leading role, in supporting business process re-modelling/re-engineering, implementation and adoption of an end-to-end enterprise management solution.	13 - 24 months: 20 points 25 - 48 months: 30 points 49 - 72 months: 40 points 73 months or more: 50 points Maximum 50 points	
R-4	The bidder's proposed resource should demonstrate experience within the last ten (10) years, working with Data Analysis Software such as: Crystal Reports or Cognos Business Intelligence.	13 - 24 months: 20 points 25 - 48 months: 30 points 49 months or more: 40 points Maximum 40 points	
R-5	The bidder's proposed resource should demonstrate knowledge and project experience, within the last seven (7) years, related to the federal government travel management solution and associated travel policies/directives.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	
R-6	The bidder's proposed resource should demonstrate knowledge OR project experience, within the last seven (7) years, related to travel industry focusing on end-to-end enterprise-wide travel management.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	
Total Points assigned: 280 points		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 196 points (70%).</i>			

3. Evaluation Criteria for P.9 Project Manager (Level 3) – Implementation Manager:

(a) Mandatory Requirements

Mandatory (M) Requirements for P.9 Project Manager (Level 3) – Implementation Manager:

M #	Mandatory Requirements	Demonstrated Experience - Cross reference to proposal
M-1	The bidder’s proposed resource must demonstrate a minimum of ten (10) years of experience within the last fifteen (15) years working in an IM/IT organization as a project manager or executive responsible for development, transitioning and implementing complex, multi-client IM/IT solutions.	
M-2	The bidder’s proposed resource must demonstrate a minimum of five (5) years experience within the last ten (10) years managing the implementation of technology projects impacting a minimum of 50,000 users with a minimum duration of six (6) consecutive months per project.	
M-3	The bidder’s proposed resource must demonstrate a minimum of five (5) years of experience within the last fifteen (15) years in providing management or executive level project planning and guidance on a combination of federal government and private sector projects equal to or greater than \$20 million per project.	
M-4	The Bidder must provide one (1) most recent client reference from a client organization that support the proposed resource’s demonstrated experience within the last five (5) years.	
<i>Note: Resources that do not meet all mandatory requirements, will receive no further consideration.</i>		

(b) Rated Requirements

Rated (R) Requirements and scoring scheme for P.9 Project Manager Level 3 – Implementation Manager:

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
R-1	The bidder’s proposed resource should demonstrate for each project, a minimum of six (6) consecutive months experience within the last ten (10) years, working as a project lead/manager, in providing management or executive level project planning, control and guidance on federal government projects or initiatives or equivalent large private sector projects equal to or greater than \$20 million.	2 projects: 20 points 3 projects: 30 points 4 projects: 40 points 5 or more projects: 60 points Maximum 60 points	
R-2	The bidder’s proposed resource should demonstrate for each project, a minimum of six (6) consecutive months experience within the last ten (10) years in risk management including conducting risk assessment, developing a risk mitigation	2 projects: 20 points 3 projects: 30 points 4 projects: 40 points 5 or more projects: 60 points Maximum 60 points	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
	plan and managing project risks in accordance with the standard methodology or the best practice.		
R-3	The bidder's proposed resource should demonstrate for each project, a minimum of six (6) consecutive months experience within the last ten (10) years in structuring, developing and delivering strategic presentations and recommendations to senior management regarding service transition and implementation within Federal Government.	1 project: 10 points 2 projects: 20 points 3 projects: 30 points 4 or more projects: 40 points Maximum 40 points	
R-4	The bidder's proposed resource should demonstrate knowledge and project experience, within the last seven (7) years, related to the federal government travel management solution and associated travel policies/directives.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	
R-5	The bidder's proposed resource should demonstrate knowledge OR project experience, within the last seven (7) years, related to travel industry focusing on end-to-end enterprise-wide travel management.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	
R-6	The bidder's proposed resource should demonstrate project experience, within the last seven (7) years, working with procurement team in defining technical or operational requirements for IT/IM enterprise-wide solution.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	
Total Points assigned: 280		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 196 points (70%).</i>			

4. Evaluation Criteria for P.9 Project Manager (Level 3) - Bilingual – Implementation Manager:

(a) Mandatory Requirements

Mandatory (M) Requirements for P.9 Project Manager (Level 3) – Bilingual – Implementation Manager:

M #	Mandatory Requirements	Demonstrated Experience - Cross reference to proposal
M-1	The bidder’s proposed resource must demonstrate a minimum of ten (10) years of experience within the last fifteen (15) years working in an IM/IT organization as a manager or executive responsible for development, transitioning or implementing complex, multi-client IM/IT solutions.	
M-2	The bidder’s proposed resource must demonstrate a minimum of five (5) years experience within the last ten (10) years, managing the implementation of technology projects impacting a minimum of 50,000 users with a minimum duration of six (6) consecutive months per project.	
M-3	The bidder’s proposed resource must demonstrate a minimum of five (5) years of experience within the last ten (10) years, in providing management or executive level project planning and guidance on a combination of federal government and private sector projects equal to or greater than \$20 million per project.	
M-4	<p>CERTIFICATION OF LANGUAGE - [BILINGUAL]</p> <p>The Contractor certifies that the proposed resource in response to this bid solicitation is fluent in both official languages of Canada (French and English). The individual proposed must be able to communicate orally and in writing without any assistance and with minimal errors.</p> <p>_____ Date</p> <p>Print name of authorized individual & sign above</p>	
M-5	The Bidder must provide one (1) most recent client reference from a client organization that support the proposed resource’s demonstrated experience within the last five (5) years.	

Note: Resources that do not meet all mandatory requirements, will receive no further consideration.

(b) Rated Requirements

Rated (R) Requirements and scoring scheme for P.9 Project Manager (Level 3) – Bilingual – Implementation Manager:

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
R-1	The bidder’s proposed resource should demonstrate for each project, a minimum of six (6) consecutive months experience within the last ten (10) years, working as a project lead/manager, in providing	<p>2 projects: 20 points</p> <p>3 projects: 30 points</p> <p>4 projects: 40 points</p> <p>5 or more projects: 60 points</p> <p>Maximum 60 points</p>	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
	management or executive level project planning, control and guidance on federal government projects or initiatives or equivalent large private sector projects equal to or greater than \$20 million.		
R-2	The bidder's proposed resource should demonstrate for each project, a minimum of six (6) consecutive months experience within the last ten (10) years in risk management including conducting risk assessment, developing a risk mitigation plan and managing project risks in accordance with the standard methodology or the best practice.	2 projects: 20 points 3 projects: 30 points 4 projects: 40 points 5 or more projects: 60 points Maximum 60 points	
R-3	The bidder's proposed resource should demonstrate for each project, a minimum of six (6) consecutive months experience within the last ten (10) years in structuring, developing and delivering strategic presentations and recommendations to senior management regarding service transition and implementation within Federal Government.	1 project: 10 points 2 projects: 20 points 3 projects: 30 points 4 or more projects: 40 points Maximum 40 points	
R-4	The bidder's proposed resource should demonstrate within the last seven (7) years, knowledge and project experience related to the federal government travel management solution and associated travel policies/directives.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	
R-5	The bidder's proposed resource should demonstrate within the last seven (7) years, knowledge OR project experience related to travel industry focusing on end-to-end enterprise-wide travel management.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	
R-6	The bidder's proposed resource should demonstrate project experience within the last seven (7) years, working with procurement team in defining technical or operational requirements for IT/IM enterprise-wide solution.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	
Total Points assigned: 280 points		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 196 points (70%).</i>			

5. Evaluation Criteria for P.1 Change Management Consultant (Level 1) – Bilingual Junior Account Manager

(a) Mandatory Requirements

Mandatory (M) Requirements for P.1 Change Management Consultant (Level 1) – Bilingual – Junior Account Manager:

M #	Mandatory Requirements	Demonstrated Experience - Cross reference to proposal
M-1	The bidder’s proposed resource must demonstrate a minimum of two (2) years of experience within the last five (5) years in supporting and coordinating working groups and in analyzing and developing program-wide strategies and change management plan to support day-to-day operation of an enterprise level solution.	
M-2	The bidder’s proposed resource must demonstrate a minimum of two (2) years of experience within the last five (5) years in reviewing business case documentation and conducting background research, cost-benefit analyses and risk assessment to support change management for the deployment or transition of enterprise wide services/solution.	
M-3	The bidder’s proposed resource must demonstrate a minimum of two (2) years of experience within the last five (5) years in using change management OR business process reengineering theories and practices.	
M-4	<p>CERTIFICATION OF LANGUAGE - [BILINGUAL]</p> <p>The Contractor certifies that the proposed resource in response to this bid solicitation is fluent in both official languages of Canada (French and English). The individual proposed must be able to communicate orally and in writing without any assistance and with minimal errors.</p> <p>_____ Date</p> <p>Print name of authorized individual & sign above</p>	
M-5	The Bidder must provide one (1) most recent client reference from a client organization that support the proposed resource’s demonstrated experience within the last five (5) years.	
<i>Note: Resources that do not meet all mandatory requirements, will receive no further consideration.</i>		

(b) Rated Requirements

Rated (R) Requirements and scoring scheme for P.1 Change Management Consultant (Level 1) – Bilingual – Junior Account Manager:

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
R-1	The bidder's proposed resource should demonstrate for each project, a minimum of six (6) consecutive months of experience within the last five (5) years, in using Cognos or Oracle Business Intelligence applications to analyze enterprise level data.	1 project: 10 points 2 projects: 20 points 3 or more projects: 30 points Maximum 30 points	
R-2	The bidder's proposed resource should demonstrate a minimum of twelve (12) consecutive months of experience within the last five (5) years, with Customer Relationship Management (CLM) with respect to the below activities: <ul style="list-style-type: none"> • Conducting business reviews • Meeting with senior executives within Departments or large organizations (including CFO) • Help desk support • On-site support • Issue resolution 	<ul style="list-style-type: none"> • Conducting business reviews: 10 points • Meeting with senior executives within Departments or large organizations (including CFO): 10 points • Help desk support : 10 points • On-site support : 10 points • Issue resolution: 10 points Maximum 50 points	
R-3	The bidder's proposed resource should demonstrate knowledge and project experience, within the last seven (7) years, related to the federal government travel management solution and associated travel policies/directives.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	
R-4	The bidder's proposed resource should demonstrate knowledge OR project experience within the last seven (7) years, related to travel industry focusing on end-to-end enterprise-wide travel management.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	
Total Points assigned: 160 points		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 112 points (70%).</i>			

6. Evaluation Criteria for P.1 Change Management Consultant (Level 2) – Bilingual – Account Manager

(a) Mandatory Requirements

Mandatory (M) Requirements for P.1 Change Management Consultant (Level 2) – Bilingual – Account Manager:

M #	Mandatory Requirements	Demonstrated Experience - Cross reference to proposal
M-1	The bidder's proposed resource must demonstrate a minimum of five (5) years of experience within the last ten (10) years in leading working groups involved in analyzing, developing and coordinating program-related strategies associated with planning and supporting the operation of an enterprise level solution.	
M-2	The bidder's proposed resource must demonstrate a minimum of five (5) years of experience within the last ten (10) years in leading role, in reviewing business case documentation and conducting background research, cost-benefit analyses and risk assessment to support change management for the deployment or transition of enterprise wide services/solution.	
M-3	The bidder's proposed resource must demonstrate a minimum of five (5) years of experience within the last ten (10) years in using change management OR business process reengineering theories and practices.	
M-4	<p>CERTIFICATION OF LANGUAGE - [BILINGUAL]</p> <p>The Contractor certifies that the proposed resource in response to this bid solicitation is fluent in both official languages of Canada (French and English). The individual proposed must be able to communicate orally and in writing without any assistance and with minimal errors.</p> <p>_____ Date</p> <p>Print name of authorized individual & sign above</p>	
M-5	The Bidder must provide one (1) most recent client reference from a client organization that support the proposed resource's demonstrated experience within the last five (5) years.	
<i>Note: Resources that do not meet all mandatory requirements, will receive no further consideration.</i>		

(b) Rated Requirements

Rated (R) Requirements and scoring scheme for P.1 Change Management Consultant (Level 2) – Bilingual – Account Manager:

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
R-1	The bidder's proposed resource should demonstrate experience within the last ten (10) years, in leading and directing a team in change management through implementation/transition of an enterprise level management solution in the private	<p>18 months: 10 points 19 - 36 months: 30 points 37 months or more: 50 points</p> <p>Maximum 50 points</p>	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
	or public sector.		
R-2	The bidder's proposed resource should demonstrate experience within the last ten (10) years, in structuring, developing and delivering strategic presentations and recommendations to client organizations or senior management for the purpose of introducing the service offering and conducting awareness training of the solution.	18 months: 10 points 19 -36 months: 20 points 37 months or more: 30 points Maximum 30 points	
R-3	The bidder's proposed resource should demonstrate within the last five (5) years for each project, a minimum of consecutive six (6) months of experience, in relation to project management and business process transformation on multi-disciplinary organization-wide programs.	2 projects: 20 points 3 - 4 projects: 30 points 5 or more Projects: 40 points Maximum 40 points.	
R-4	The bidder's proposed resource should demonstrate within the last five (5) years experience in management and oversight of a call centre or analyzing call centre management data using database reporting tools.	18 months: 10 points 19 - 36 months: 20 points 37 months or more: 30 points Maximum 30 points	
R-5	The bidder's proposed resource should demonstrate within the last five (5) years for each project, a minimum of consecutive six (6) months of experience, in analysing trends and indicators to identify performance issues and analyse the associated risks and recommend remedial action to clients in the context of change management.	2 projects: 20 points 3 or more projects: 40 points Maximum 40 points.	
R-6	The bidder's proposed resource should demonstrate knowledge and project experience, within the last seven (7) years, related to the federal government travel management solution and associated travel policies/directives.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	
R-7	The bidder's proposed resource should demonstrate knowledge OR project experience, within the last seven (7) years, related to travel industry focusing on end-to-end enterprise-wide travel management.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	
Total Points assigned: 270 points		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 189 points (70%).</i>			

7. Evaluation Criteria for P.9 Project Manager (Level 3) – Senior Procurement Specialist

(a) Mandatory Requirements

Mandatory (M) Requirements for P.9 Project Manager (Level 3) – Senior Procurement Specialist:

M #	Mandatory Requirements - Project Manager Level 3	Demonstrated Experience - Cross reference to proposal
M-1	The bidder’s proposed resource must demonstrate a minimum two (2) years of experience within the last five (5) years in procurement of complex IM/IT solution or enterprise-wide management system.	
M-2	The bidder’s proposed resource must demonstrate a minimum one (1) year experience within the last 5 years, in a leading role, in developing Statement of Work AND bid evaluation methodology (including mandatory and rated requirements/criteria) for a minimum one (1) solicitation for a complex service contract (e.g. a Request for Information (RFI), Request for Proposal (RFP) and/or Tenders for federal government or private sector projects) in excess of \$20 million (Note, solicitations for Professional Services or any solicitations issued against an existing Supply Arrangement or Standing Offer are excluded.).	
M-3	The bidder’s proposed resource must demonstrate a minimum two (2) years experience within the last ten (10) years, in evaluation of technical bids against mandatory and rated requirements in accordance with a pre-established evaluation methodology.	
M-4	The bidder’s proposed resource must demonstrate a minimum of three (3) years of experience within the last ten (10) years in developing procurement or contracting strategy, plan, control process or guidance for a minimum two (2) complex procurement projects, each over \$20 million.	
M-5	The Bidder must provide one (1) most recent client reference from a client organization that support the proposed resource’s demonstrated experience within the last five (5) years.	
<i>Note: Resources that do not meet all mandatory requirements, will receive no further consideration.</i>		

(b) Rated Requirements

Rated (R) Requirements and scoring scheme for P.9 Project Manager (Level 3) – Senior Procurement Specialist:

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
R-1	The bidder’s proposed resource should demonstrate within the last five (5) years, experience at a senior level in working with Federal Government contracting personnel during complex procurement process (Note, complex procurement is defined as a procurement with multi-million dollar contract approval value involving multiple stakeholders or multiple end-users or various services,	13 - 24 months: 10 points 25 months or more: 20 points Maximum 20 points	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
	multiple project meetings and reporting and dealing with procurement supporting experts such as contract quality control specialist, risk management, project management or cost analysts.)		
R-2	The bidder's proposed resource should demonstrate for each project, a minimum of twelve (12) consecutive months experience within the past ten (10) years, in a leading role, in developing Statement of Work or Statement of Requirement for competitive complex procurement (e.g. Request for Information (RFI), Request for Proposal (RFP) and/or Tenders for federal government or private sector projects) in excess of \$20 million (Note, solicitations for Professional Services or any solicitations issued against an existing Supply Arrangement or Standing Offer are excluded.).	2 projects: 40 points 3 or more projects: 50 points Maximum 50 points	
R-3	The bidder's proposed resource should demonstrate experience within the last ten (10) years, in a leading role, in developing evaluation methodology and criteria for complex procurement project in excess of \$20 million, for federal government or private sector (Note, solicitations for Professional Services or any solicitations issued against an existing Supply Arrangement or Standing Offer are excluded.).	13 - 24 months: 10 points 25 - 36 months: 20 points 37 months or more: 30 points Maximum 30 points	
R-4	The bidder's proposed resource should demonstrate experience within the last five (5) years, as a prime, in drafting TB Submission for Contract Approval and in supporting Submission throughout the process.	1 submission: 20 points 2 or more submission: 40 points Maximum 40 points	
R-5	The bidder's proposed resource should demonstrate knowledge and project experience, within the last seven (7) years, related to the federal government travel management solution and associated travel policies/directives.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	
R-6	The bidder's proposed resource should demonstrate knowledge OR project experience, within the last seven (7) years related to travel industry focusing on end-to-end enterprise-wide travel management.	13 - 24 months: 10 points 25 - 48 months: 20 points 49 months or more: 40 points Maximum 40 points	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience - Cross reference to proposal
R-7	The bidder's proposed resource should demonstrate experience within the last five (5) years, as a prime, in developing and delivering briefing materials (briefing notes, Power Point presentations, etc.) and strategic recommendations to senior management.	13 - 24 months: 10 points 25 - 36 months: 20 points 37 months or more: 30 points Maximum 30 points	
R-8	The bidder's proposed resource should demonstrate experience within the last five (5) years, in a leading role, in design AND implementation of database using Microsoft Access to support document/file management regarding solicitation or contract administration.	13 - 24 months: 20 points 25 - 36 months: 30 points 37 months or more: 50 points Maximum 50 points	
R-9	The bidder's proposed resource should hold valid Project Management Professional Certification (PMP) issued by Project Management Institute.	PMP certification: 50 points Maximum 50 points	
Total Points assigned: 350 points		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 245 points (70%).</i>			

ATTACHMENT 4.2

BID SELECTION METHODOLOGY

1. INTRODUCTION

- a) The bid selection will be conducted respectively for each resource category. There will be 7 winning bids as a result of this bid selection process.
- b) For each resource category, the “*Highest Compliant Combined Rating of Technical Merit and Price*” method will be used in its respective bid selection. In this method:
- (i) The technical score for each resource is weighted at 70% of the total point score and is pro-rated against the maximum possible score assigned to each resource category.
 - (ii) The pricing score for each resource is weighted at 30% of the total point score and the rating is done by giving a full mark of 30 points to the lowest priced compliant proposal with other proposals being given a pro-rated points based on how much higher their pricing is.
 - (iii) The winning bid is the one obtaining the highest Point Total, which is the summation of the technical score and pricing score.
 - (iv) In case there are multiple bids obtaining the same Point Total, the bid with the highest technical score wins.

2. EXAMPLE

The following Table illustrates an example where the selection of the Bid for the resource category A is determined by 70/30 ratio of the technical and pricing score, respectively. The maximum rated points in this example is 30. The lowest priced technically compliant proposal is allocated the maximum points of 30 and other price proposals are prorated accordingly.

Example of Bid Selection			
Highest Combined Rating of Technical Merit (70%) and Price (30%)			
Bidder	Bidder 1	Bidder 2	Bidder 3
The Rated Points Obtained by Resource Category A	27	25	24
Proposed Price for Resource Category A	\$60,000	\$55,000	\$50,000
Calculation	Technical Score	Pricing Score	Point Total
Bidder 1	$27 \times 70/30 = 63.0$	$50 \times 30/60 = 25.0$	88.0
Bidder 2	$25 \times 70/30 = 58.3$	$50 \times 30/55 = 27.3$	85.6
Bidder 3	$24 \times 70/30 = 56.0$	$50 \times 30/50 = 30.0$	86.0
Winning Bidder for Resource Category A	Bidder 1		