Treasury Board of Canada Secretariat | Secrétariat du Conseil du Trésor du Canada

REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À :

TBS Bid Receiving Unit
L'Esplanade Laurier
P-113-B, West Tower
300 Laurier Avenue West
Ottawa, Canada K1A 0R5

Unite de reception des soumissions du SCT
L'Esplanade Laurier
P-113-B, tour ouest
300, avenue Laurier ouest
Ottawa, Canada K1A 0R5

Proposal to: Treasury Board of Canada Secretariat

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

Propositions aux : Secrétariat du Conseil du Trésor du 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 articles et les services énumérés ici et sur toute feuille ci-annexée, au(x) prix indiqué(s).

Solicitation No. - N° de l'invitation	Type - Genre	Update - Mise à jour
24062-14-101		

Solicitation closes - La demande prend fin	TBS File No. - N° de dossier de SCT
at - à 2:00pm on - le December 23, 2013	24062-14-101

Please ensure this area appears in window of return envelope
S'assurer que cette partie figure dans la fenêtre de l'enveloppe-réponse

Date of Solicitation - Date de la demande
November 8 2013

Address inquiries to - Adresser toute demande de renseignements à :
Alexandra.Millan@tbs-sct.gc.ca

Area code and Telephone No. / Code régional et N° de téléphone	Facsimile No. / N° de télécopieur
613-617-4053	613-943-3166

Special Instructions- Instructions spéciales

Instructions:
Municipal taxes are not applicable.

Unless otherwise specified herein by the Crown, all prices quoted are to be net prices in Canadian funds including Canadian customs duties, excise taxes, and are to be F.O.B, including all delivery charges to destination(s) as indicated. The amount of the GST/HST is to be shown as a separate item.

Instructions:
Les taxes municipales ne s'appliquent pas.

Sauf indication contraire, énoncée par la Couronne, dans les présentes, tous les prix indiqués sont des prix nets, en dollars canadiens, comprenant les droits de douane canadiens, la taxe d'accise et doivent être F.A.B, y compris tous frais de livraison à la (aux) destination(s) indiquée(s). La somme de la TPS/TVH devra être un article particulier.

Delivery required - Livraison exigée	Delivery offered - Livraison proposée

Vendor Name Address - Nom et adresse du fournisseur

Facsimile No. - N° de télécopieur

Telephone No. - N° de téléphone

Name and title of person authorized to sign on behalf of vendor (type or print) - Nom et titre de la personne autorisée à signer au nom du fournisseur (caractère d'impression)

Name / Nom

Title/ Titre

Signature : ______________________

Date : __________________________

Canada

TABLE OF CONTENTS

PART 1 - GENERAL INFORMATION

1. Introduction

The bid solicitation is divided into seven parts plus attachments and annexes, 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;

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, and the basis of selection;

Part 5 Certifications: includes the certifications to be provided;

Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by bidders; and

Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work, the Basis of Payment, the Security Requirements Checklist, and any other annexes.

2. Summary

(a) This bid solicitation is being issued to satisfy the requirement for the Treasury Board of Canada Secretariat**.**

(b) It is intended to result in the award of one contract from date of contract award to March 31, 2014.

(c) 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 on PWGSC Bid Solicitations - Instructions for Bidders” document on the Departmental Standard Procurement Documents (http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html) website.

(d) The requirement is subject to the provisions of, the North American Free Trade Agreement (NAFTA), and the Agreement on Internal Trade (AIT), the Canadian-Chile Free Trade Agreement (CCFTA), Canada-Colombia Free Trade Agreement (CCFTA) and the Canada-Peru Free Trade Agreement (CPFTA).

3. Debriefings

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days of receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

A de-brief is intended to:

1. Provide the Bidder with feedback on their proposal and the solicitation process;
2. Review the evaluation of the Bidder’s proposal and explain where they met or failed to meet the criteria;
3. Identify strengths and weaknesses in the Bidder’s proposal to assist them with preparing future proposals.

A de-brief is not an opportunity for the Bidder to debate the evaluation or request a re-evaluation of the proposal.

PART 2 - BIDDER INSTRUCTIONS

1. Standard Instructions, Clauses and Conditions

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*(https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) issued by Public Works and Government Services Canada.
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.

The 2003 (2013-06-01) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

The text under Section 01, Code of Conduct and Certification – Bid, of the 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete the following subsection in their entirety:

4. Bidders who are incorporated or who are a sole proprietorship, including those bidding as a joint venture, have already provided a list of names of all individuals who are directors of the Bidder, or the name of the owner, at the time of submitting an arrangement under the Request for Supply Arrangement (RFSA). These bidders must diligently maintain this list up-to-date by informing Canada in writing of any change occurring during the validity period of the bid as well as during the period of any contract arising from this bid solicitation.

5. 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 aforementioned within the time specified. Failure to provide such Consent Forms within the time period provided will result in the bid being declared non-responsive.

Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: sixty (60) days
Insert: ninety (90) days

2. Submission of Bids

Bids must be submitted only to Treasury Board of Canada Secretariat (TBS) Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation.

Due to the nature of the bid solicitation, bids transmitted by facsimile to TBS will not be accepted.

3. Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than December 9, 2013. Enquiries received after that time may not be answered.

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.

4. Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

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

5. Improvement of Requirement During Solicitation Period

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least twenty (20) days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

PART 3 - BID PREPARATION INSTRUCTIONS

1. Bid Preparation Instructions

Canada requests that bidders provide their bid in separately bound sections as follows:

Section I: Technical Bid (4 hard copies and 1 soft copy on CD)

Section II: Financial Bid (1 hard copy and 1 soft copy on CD)

Section III: Certifications (1 hard copy)

Section IV: Additional Information (1 soft copy on CD)

If there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

Canada requests that bidders follow the format instructions described below in the preparation of their bid:

(a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
(b) use a numbering system that corresponds to the bid solicitation.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process Policy on Green Procurement (http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html). To assist Canada in reaching its objectives, bidders should:

1) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and

2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

Section I: Technical Bid

In their technical bid, bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability in a thorough, concise and clear manner for carrying out the work.

The technical bid should 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.

Section II: Financial Bid

1.1 Bidders must submit their financial bid in accordance with the Basis of Payment in Annex "B"). The total amount of Applicable Taxes must be shown separately.

1.2 Exchange Rate Fluctuation

The requirement does not provide for exchange rate fluctuation protection. Any request for exchange rate fluctuation protection will not be considered and will render the bid non-responsive.

Section III: Certifications

Bidders must sign and submit the certifications required under Part 5.

Section IV: Additional Information

1.1 Bidder’s Proposed Site or Premises Requiring Safeguard Measures

As indicated in Part 6 under Security Requirement, prior to contract award, the Bidder must provide the required information below, on the Bidder’s proposed site or premises for which safeguard measures are required for Work Performance.

Address:
Street Number / Street Name, Unit / Suite / Apartment Number
City, Province, Territory / State
Postal Code / Zip Code
Country

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

(a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical evaluation criteria. 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”. Bids that do not comply with each and every mandatory requirement will be considered non-responsive and be disqualified.

(b) An evaluation team composed of representatives of Canada will evaluate the bids.

1.1 Technical Evaluation

1.1.1 Mandatory Technical Criteria

Bidders are advised that only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirements, or reusing the same wording as the RFP, will not be considered "demonstrated" for the purposes of this evaluation.

Mandatory Technical Criteria (MT)	
The Bidder’s Experience	
Number	**Mandatory Technical Criterion**
M1	The bidder must submit a team of resources to complete this work as outlined in Annex A, Statement of Work. The Bidder must clearly identify in its proposal, the proposed team leader. The Bidder must submit a CV for each team member.

<table>
<tr><td>M2</td><td>The Bidder must demonstrate its experience working on a minimum of three (3) projects* in the last five (5) years, at the time of bid closing, where the Bidder performed all of the following for each project:

i) Planned the project
ii) Conducted research
iii) Performed analysis of information and developed options
iv) Provided recommendations

*For a project to qualify, the organization for which the work was conducted must have a minimum of 10,000 employees.

To demonstrate compliance with this criterion, the Bidder must complete and submit with their proposal the following grid for each project.

<table>
<tr><th colspan="3">Mandatory Project Information</th></tr>
<tr><th>Item</th><th>Submission Requirements</th><th>Bidder Response</th></tr>
<tr><td>a)</td><td>Client Organization Name for which the work was performed</td><td></td></tr>
<tr><td>b)</td><td>Project Duration (start and completion date in month/year)</td><td></td></tr>
<tr><td>c)</td><td>Number of employees in the Client Organization</td><td></td></tr>
<tr><td>d)</td><td>Client Contact Name & Title</td><td></td></tr>
<tr><td>e)</td><td>Client Contact Phone # and/or Email Address</td><td></td></tr>
<tr><td>f)</td><td>A description of the work and tasks performed that clearly demonstrate the following:

i) Project planning;

ii) Research conducted including tools and research vehicles used;

iii) Analysis of information and options developed;

iv) Recommendations provided including the rationale for the recommendation given the objective of the project.</td><td></td></tr>
</table>
</td></tr>
</table>

<table>
<tr><td>M3</td><td>
The Bidder must demonstrate its experience working on a minimum of one (1) project* in the last five (5) years, at the time of bid closing, where the Bidder performed all of the following for the project:

i) Planned the project
ii) Conducted research including international best practices
iii) Performed analysis of information and developed options which incorporated international best practices
iv) Provided recommendations

The project submitted to meet this criterion may be one of the projects submitted in M2 provided it meets all the criteria of M3.

*For a project to qualify, the organization for which the work was conducted must have a minimum of 10,000 employees.

To demonstrate compliance with this criterion, the Bidder must complete and submit with their proposal the following grid.
</td></tr>
</table>

Mandatory Project Information		
Item	Submission Requirements	Bidder Response
a)	Client Organization Name for which the work was performed	
b)	Project Duration (start and completion date in month/year)	
c)	Number of employees in the Client Organization	
d)	Client Contact Name & Title	
e)	Client Contact Phone # and/or Email Address	
f)	A description of the work and tasks performed that clearly demonstrate the following: i) Project planning; ii) Research conducted regarding international best practices including tools and research vehicles used; iii) Analysis of information and options developed which incorporated international best practices; iv) Recommendations provided including the rationale for the recommendation, given the objective of the project.	

M4

The Bidder must demonstrate its experience working on a minimum of one (1) project* in the last five (5) years, at the time of bid closing, where the Bidder performed all of the following for the project:

i) Planned the project
ii) Conducted research *for methodologies and systems of organizational classification of positions*
iii) Performed analysis of information and developed options *which incorporated methodologies and systems of organizational classification of positions*
iv) Provided recommendations

The project submitted to meet this criterion may be one of the projects submitted in M2 or the project submitted in M3 provided it meets all the criteria of M4.

*For a project to qualify, the organization for which the work was conducted must have a minimum of 10,000 employees.

To demonstrate compliance with this criterion, the Bidder must complete and submit with their proposal the following grid.

Mandatory Project Information		
Item	Submission Requirements	Bidder Response
a)	Client Organization Name for which the work was performed	
b)	Project Duration (start and completion date in month/year)	
c)	Number of employees in the Client Organization	
d)	Client Contact Name & Title	
e)	Client Contact Phone # and/or Email Address	
f)	A description of the work and tasks performed that clearly demonstrate the following: i) Project planning; ii) Research conducted regarding methodologies and systems of organizational classification of positions including tools and research vehicles used; iii) Analysis of information and options developed which incorporated methodologies and systems of organizational classification of positions; iv) Recommendations provided including the rationale for the recommended methodologies and systems of organizational classification of positions, given the objective of the project.	

<table>
<tr><th colspan="2">The Bidder's Proposed Resources' Experience</th></tr>
<tr><th>Number</th><th>Mandatory Technical Criterion</th></tr>
<tr><td>M5</td><td>The Bidder must demonstrate that the proposed team leader has led a minimum of two (2) projects* in the last five (5) years, at the time of bid closing, where s/he was responsible for all of the following for each project:

i) Planned the project
ii) Co-ordinated the research
iii) Co-ordinated the analysis of information and options developed
iv) Provided written recommendations and presented the final recommendation to the Project Authority and other members of management

*For a project to qualify, the organization for which the work was conducted must have a minimum of 10,000 employees.

To demonstrate compliance with this criterion, the Bidder must complete and submit with their proposal the following grid for each project.</td></tr>
</table>

Mandatory Project Information

Item	Submission Requirements	Bidder Response
a)	Client Organization Name for which the work was performed	
b)	Project Duration (start and completion date in month/year)	
c)	Number of employees in the Client Organization	
d)	Client Contact Name & Title	
e)	Client Contact Phone # and/or Email Address	
f)	A description of the work and tasks performed that clearly demonstrate the following: i) Project planning; ii) Co-ordinated the research conducted including tools and research vehicles used; iii) Co-ordinated the analysis of information and options developed; iv) Written recommendations provided including: a) the rationale for the recommendation given the objective of the project; and b) the level of management who attended the presentation.	

M6

The Bidder must demonstrate that a minimum of two (2) members of the proposed team have worked a minimum of two (2) projects* each in the last seven (7) years, at the time of bid closing, where they performed all of the following for each project:

i) Conducted research for methodologies and systems of organizational classification of positions
ii) Performed analysis of information and developed options for methodologies and systems of organizational classification of positions
iii) Provided recommendations methodologies and systems of organizational classification of positions

*For a project to qualify, the organization for which the work was conducted must have a minimum of 10,000 employees.

To demonstrate compliance with this criterion, the Bidder must complete and submit with their proposal the following grid for each resource's two projects.

Mandatory Project Information		
Item	Submission Requirements	Bidder Response
a)	Client Organization Name for which the work was performed	
b)	Project Duration (start and completion date in month/year)	
c)	Number of employees in the Client Organization	
d)	Client Contact Name & Title	
e)	Client Contact Phone # and/or Email Address	
f)	A description of the work and tasks performed that clearly demonstrate the following: i) Research conducted regarding methodologies and systems of organizational classification of positions including tools and research vehicles used; ii) Analysis of information and options developed which incorporated methodologies and systems of organizational classification of positions; iii) Recommendations provided including the rationale for the recommended methodologies and systems of organizational classification of positions, given the objective of the project.	

<table>
<tr><td>M7</td><td>
The Bidder must demonstrate that a minimum of two (2) members of the proposed team have worked on a minimum of two (2) projects* each in the last seven (7) years, at the time of bid closing, where they performed all of the following for each project:

i) Conducted research for software tools to support human resources functions
ii) Performed analysis of information for software tools to support human resources functions
iii) Provided recommendations for software tools to support human resources functions

*For a project to qualify, the organization for which the work was conducted must have a minimum of 10,000 employees.

To demonstrate compliance with this criterion, the Bidder must complete and submit with their proposal the following grid for each resource’s two projects.

<table>
<tr><th colspan="3">Mandatory Project Information</th></tr>
<tr><th>Item</th><th>Submission Requirements</th><th>Bidder Response</th></tr>
<tr><td>a)</td><td>Client Organization Name for which the work was performed</td><td></td></tr>
<tr><td>b)</td><td>Project Duration (start and completion date in month/year)</td><td></td></tr>
<tr><td>c)</td><td>Number of employees in the Client Organization</td><td></td></tr>
<tr><td>d)</td><td>Client Contact Name & Title</td><td></td></tr>
<tr><td>e)</td><td>Client Contact Phone # and/or Email Address</td><td></td></tr>
<tr><td>f)</td><td>A description of the work and tasks performed that clearly demonstrate the following:

i) Research conducted regarding software tools to support human resources functions including tools and research vehicles used;

ii) Analysis of information regarding software tools to support human resources functions;

iii) Recommendations provided including the rationale for the recommended software tool to support human resources functions.</td><td></td></tr>
</table>
</td></tr>
</table>

1.1.2 Point Rated Technical Criteria

Point-Rated Technical Criteria (PR)			
The Bidder's Work Plan			
Number	**Description**	**Point Allocation**	**Cross Reference to Proposal**
PR1	The Bidder should demonstrate its understanding of the requirement by submitting a proposed Work Plan for completing the work as described in this Statement Of Work (SoW), attached as Annex A. The Work Plan will be further evaluated under PR1 a, b, c and d		
The Bidder's Proposed Work Plan - The following rating scheme (Table 1) will be used to evaluate the Point Rated Technical Criteria. PR1 a, b, c and d.			

TABLE 1	
0	Information provided does not address the criteria.
2	Information provided demonstrates a minimal understanding that is relevant to the stated criteria.
5	Information provided demonstrates some understanding that is relevant to the stated criteria but does not demonstrate a full range of understanding for all elements of the rated criteria.
8	Information provided demonstrates understanding for most but not all of the elements of the rated criteria.
10	Information provided demonstrates understanding that is relevant to all of the elements of the rated criteria.
12	Information provided clearly demonstrates a full understanding of all of the elements of the rated criteria.
15	Rated criteria is dealt with in depth, information provided demonstrates a full range of in-depth understanding of all of the elements of the rate criteria.

PR1a	The Bidder should demonstrate in its Work Plan that its approach and methodology are comprehensive to complete the tasks, deliverables and associated timelines	A maximum of 15 points are available as per the rating scale of table 1.	
PR1b	The Bidder should demonstrate in its Work Plan that the assignment of personnel, allocation of responsibilities and level of effort are appropriate to complete the tasks, deliverables and associated timelines	A maximum of 15 points are available as per the rating scale of table 1.	
PR1c	The Bidder should demonstrate that it has an effective Risk Management and Contingency Plan to account for foreseeable risks in the conduct of the Work.	A maximum of 15 points are available as per the rating scale of table 1.	

PR1d	The Bidder should demonstrate in its Work Plan that the role of the proposed team leader is clearly defined, appropriate and reflected in all phases of the work plan and technical approach.	A maximum of 15 points are available as per the rating scale of table 1.	
	Total points available for the Work Plan	60	
	Minimum Pass Mark for the Work Plan	40/60	
The Bidder's Experience			

PR2	In addition to the projects submitted in M2, the Bidder should demonstrate its breadth of experience working on projects* in the last five (5) years, at the time of bid closing, where the Bidder performed all of the following for each project: i) Planned the project ii) Conducted research iii) Performed analysis of information and developed options iv) Provided recommendations *For a project to qualify, the organization for which the work was conducted must have a minimum of 10,000 employees. The projects submitted in M2 cannot be used to demonstrate the Bidder's experience for this criterion. **<u>Point Allocation:</u>** 1 project = 3 points 2 projects = 7 points 3+ projects = 10 points To demonstrate compliance with this criterion, the Bidder should complete and submit with their proposal the following grid for each project.

Item	Submission Requirements	Bidder Response
a)	Client Organization Name for which the work was performed.	
b)	Project Duration (start and completion date in month/year).	
c)	Number of employees in the Client Organization.	
d)	Client Contact Name & Title	
e)	A description of the work and tasks performed that clearly demonstrate the following: i) Project planning; ii) Research conducted including tools and research vehicles used; iii) Analysis of information and options developed; iv) Recommendations provided including the rationale for the recommendation given the objective of the project.	

PR3	The Bidder should demonstrate its experience working on projects in the last five (5) years, at the time of bid closing, where the Bidder provided advice and recommendations on any of the following aspects: I. Workforce planning II. Organizational methodologies III. Classification methodologies IV. Human resources management systems V. Commercial Off-the-shelf human resources management software A maximum of 5 projects will be assessed for this criterion. If more than 5 are presented only the first 5 provided in the proposal will be evaluated. **Point Allocation:** 3 points will be awarded for each aspect to a maximum of 15 points. Workforce planning = 3 points Organizational methodologies = 3 points Classification methodologies = 3 points Human Resources management systems= 3 points Commercial Off-the-shelf HR management software= 3 points To demonstrate compliance with this criterion, the Bidder should complete and submit with their proposal the following grid for each project.

Item	Submission Requirements	Bidder Response
a)	Client Organization Name for which the work was performed.	
b)	Project Duration (start and completion date in month/year).	
c)	Client Contact Name & Title	
d)	A brief description of the aspect(s) that was/were addressed in the project.	
e)	A description of the work and tasks performed that clearly demonstrate the following: i) Providing advice and recommendations in relation to the aspect(s) of the projects.	

PR4

The Bidder should demonstrate its experience working on projects in the last five (5) years, at the time of bid closing, where the Bidder performed all of the following for each project for a *public organization**:

i) Planned the project
ii) Conducted research
iii) Performed analysis of information and developed options
iv) Provided recommendations

*Public organization is defined as a federal government organization, provincial government organization or a Crown corporation including international government organizations.

<u>Point Allocation:</u>
1 project = 3 points
2 projects = 5 points
3+ projects = 8 points

To demonstrate compliance with this criterion, the Bidder should complete and submit with their proposal the following grid for each project.

Item	Submission Requirements	Bidder Response
a)	Client Organization Name for which the work was performed	
b)	Project Duration (start and completion date in month/year).	
c)	Client Contact Name & Title	
d)	A description of the work and tasks performed that clearly demonstrate the following: i) Project planning; ii) Research conducted including tools and research vehicles used; iii) Analysis of information and options developed; iv) Recommendations provided including the rationale for the recommendation given the objective of the project.	

<table>
<tr><th colspan="2">The Bidder's Proposed Resources' Experience</th></tr>
<tr><th>Number</th><th>Description</th></tr>
<tr><td>PR5</td><td>In addition to the projects submitted in M5, the Bidder should demonstrate the proposed team leader's depth of experience working on projects* in the last five (5) years, at the time of bid closing, where s/he performed all of the following for each project:

i) Planned the project
ii) Co-ordinated the research
iii) Co-ordinated the analysis of information and developed options
iv) Provided written recommendations and presented the final recommendation to the Project Authority and other members of management.

*For a project to qualify, the organization for which the work was conducted must have a minimum of 10,000 employees.

The projects submitted in M5 cannot be used to demonstrate the team leader's experience for this criterion.

<u>Point Allocation:</u>
1 project = 3 points
2 projects = 7 points
3+ projects = 10 points

To demonstrate compliance with this criterion, the Bidder should complete and submit with their proposal the following grid for each project.

<table>
<tr><th>Item</th><th>Submission Requirements</th><th>Bidder Response</th></tr>
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<tr><td>b)</td><td>Project Duration (start and completion date in month/year).</td><td></td></tr>
<tr><td>c)</td><td>Number of employees in the Client Organization.</td><td></td></tr>
<tr><td>d)</td><td>Client Contact Name & Title</td><td></td></tr>
<tr><td>e)</td><td>A description of the work and tasks performed that clearly demonstrate the following:

i) Project planning;

ii) Co-ordinated the research conducted including tools and research vehicles used;

iii) Co-ordinated the analysis of information and options developed;

iv) Written recommendations provided including:
a) the rationale for the recommendation given the objective of the project; and
b) the level of management who attended the presentation.</td><td></td></tr>
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PR6

The Bidder should demonstrate the proposed team leader's experience working on projects in the last five (5) years, at the time of bid closing, where s/he provided advice and recommendations on any of following aspects:

I. Workforce planning
II. Organizational methodologies
III. Classification methodologies
IV. Human Resources management systems
V. Commercial Off-the-shelf HR management software

A maximum of 5 projects will be assessed for this criterion. If more than 5 are presented only the first 5 provided in the proposal will be evaluated.

Point Allocation:
3 points will be awarded for each aspect to a maximum of 15 points.

Workforce planning = 3 points

Organizational methodologies = 3 points

Classification methodologies = 3 points

Human Resources management systems= 3 points

Commercial Off-the-shelf HR management software= 3 points

To demonstrate compliance with this criterion, the Bidder should complete and submit with their proposal the following grid for each project.

Item	Submission Requirements	Bidder Response
a)	Client Organization Name for which the work was performed.	
b)	Project Duration (start and completion date in month/year).	
c)	Client Contact Name & Title	
d)	A brief description of the aspect(s) that was/were addressed in the project.	
e)	A description of the work and tasks performed that clearly demonstrate the following: i) Providing advice and recommendations in relation to the aspect(s) of the projects.	

PR7	The Bidder should demonstrate the proposed team leader's experience working on projects in the last five (5) years, at the time of bid closing, where s/he performed all of the following for each project for a *public organization**: i) Planned the project ii) Co-ordinated the research iii) Co-ordinated the analysis of information and options developed iv) Provided recommendations *Public organization is defined as a federal government organization, provincial government organization or a Crown corporation including international government organizations. **<u>Point Allocation:</u>** 1 project = 3 points 2 projects = 5 points 3+ projects = 8 points To demonstrate compliance with this criterion, the Bidder should complete and submit with their proposal the following grid for each project.

Item	Submission Requirements	Bidder Response
a)	Client Organization Name for which the work was performed	
b)	Project Duration (start and completion date in month/year).	
c)	Client Contact Name & Title	
d)	A description of the work and tasks performed that clearly demonstrate the following: i) Project planning; ii) Co-ordinated the research conducted including tools and research vehicles used; iii) Co-ordinated the analysis of information and options developed; iv) Recommendations provided including the rationale for the recommendation given the objective of the project.	

PR8

In addition to the projects submitted in M6, the Bidder should demonstrate the experience of two (2) of the team members proposed under M6 working on projects* in the last seven (7) years, at the time of bid closing, where they performed all of the following for each project:

i) Conducted research for methodologies and systems of organizational classification of positions
ii) Performed analysis of information and developed options for methodologies and systems of organizational classification of positions
iii) Provided recommendations methodologies and systems of organizational classification of positions

*For a project to qualify, the organization for which the work was conducted must have a minimum of 10,000 employees.

Only the experience of a maximum of two of the team members proposed under M6 will be evaluated under this criterion. If more than 2 team members are presented, only the first 2 provided in the proposal will be evaluated. The projects submitted under M6 cannot be used to demonstrate the proposed resources' experience for this criterion.

Point Allocation:

Resource 1:
1 project = 3 points
2 projects = 7 points
3+ projects = 10 points

Resource 2:
1 project = 3 points
2 projects = 7 points
3+ projects = 10 points

To demonstrate compliance with this criterion, the Bidder must complete and submit with their proposal the following grid for each resource's projects.

Item	Submission Requirements	Bidder Response
a)	Client Organization Name for which the work was performed.	
b)	Project Duration (start and completion date in month/year).	
c)	Number of employees in the Client Organization.	
d)	Client Contact Name & Title	
e)	A description of the work and tasks performed that clearly demonstrate the following: i) Research conducted regarding methodologies and systems of organizational classification of positions including tools and research vehicles used; ii) Analysis of information and options developed which incorporated methodologies and systems of organizational classification of positions; iii) Recommendations provided including the rationale for the recommended methodologies and systems of organizational classification of positions, given the objective of the project.	

PR9

In addition to the projects submitted in M7, the Bidder should demonstrate the experience of two (2) of the team members proposed under M7 working on projects* in the last seven (7) years, at the time of bid closing, where they performed all of the following for each project:

i) Conducted research for software tools to support human resources functions
ii) Performed analysis of information for software tools to support human resources functions
iii) Provided recommendations for software tools to support human resources functions

*For a project to qualify, the organization for which the work was conducted must have a minimum of 10,000 employees.

Only the experience of a maximum of two of the team members proposed under M7 will be evaluated under this criterion. If more than 2 team members are presented, only the first 2 provided in the proposal will be evaluated. The projects submitted under M7 cannot be used to demonstrate the proposed resources' experience for this criterion.

Point Allocation:

Resource 1:
1 project = 3 points
2 projects = 7 points
3+ projects = 10 points

Resource 2:
1 project = 3 points
2 projects = 7 points
3+ projects = 10 points

To demonstrate compliance with this criterion, the Bidder should complete and submit with their proposal the following grid for each resource's projects.

Item	Submission Requirements	Bidder Response
a)	Client Organization Name for which the work was performed.	
b)	Project Duration (start and completion date in month/year).	
c)	Number of employees in the Client Organization.	
d)	Client Contact Name & Title	
e)	A description of the work and tasks performed that clearly demonstrate the following: i) Research conducted regarding software tools to support human resources functions including tools and research vehicles used; ii) Analysis of information regarding software tools to support human resources functions; iv) Recommendations provided including the rationale for the recommended software tool to support human resources functions.	

Total Combined Points Available for PR2 to PR9:	**106**
Minimum Required Pass Mark:	**63/106**
Score:	**/106**

1.2 Financial Evaluation

The price of the bid will be evaluated in Canadian dollars, Applicable Taxes excluded, FOB destination, Canadian customs duties and excise taxes included.

2. Basis of Selection

2.1 Basis of Selection - Highest Combined Rating of Technical Merit 60% and Price 40%

2.1.1 To be declared responsive, a bid must:

a. comply with all the requirements of the bid solicitation; and
b. meet all mandatory criteria
c. obtain the required minimum number of points specified in section 1.1.2 for the point rated technical criteria.

2.1.2 Bids not meeting (a) or (b) or (c) will be declared non-responsive.

2.1.3 The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 60% for the technical merit and 40% for the price.

2.1.4 To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 60%.

2.1.5 To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 40%.

2.1.6 For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.

2.1.7 Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 60/40 ratio of technical merit and price, respectively. The total points available equals 135 and the lowest evaluated price is $45,000 (45).

Basis of Selection - Highest Combined Rating Technical Merit (60%) and Price (40%)				
		Bidder 1	**Bidder 2**	**Bidder 3**
Overall Technical Score		115/135	89/135	92/135
Bid Evaluated Price		$55,000.00	$50,000.00	$45,000.00
Calculations	**Technical Merit Score**	115/135 x 60 = 51.11	89/135 x 60 = 39.56	92/135 x 60 = 40.89
	Pricing Score	45/55 x 40 = 32.73	45/50 x 40 = 36.00	45/45 x 40 = 40.00
Combined Rating		83.84	75.56	80.89
Overall Rating		1st	3rd	2nd

PART 5 - CERTIFICATIONS

Bidders must provide the required certifications and documentation to be awarded a contract.

The certifications provided by bidders to Canada are subject to verification by Canada at all times. Canada will declare a bid non-responsive, or will declare a contractor in default, if any certification made by the Bidder is found to be untrue whether during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with this request will also render the bid non-responsive or will constitute a default under the Contract.

1. Mandatory Certifications Required Precedent to Contract Award

1.1 Code of Conduct and Certifications - Related documentation

By submitting a bid, the Bidder certifies that the Bidder and its affiliates are in compliance with the provisions as stated in Section 01 Code of Conduct and Certifications - Bid of Standard Instructions 2003. The related documentation therein required will assist Canada in confirming that the certifications are true.

1.2 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list (http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml) available from Human Resources and Skills Development Canada (HRSDC) - Labour's website

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid " list at the time of contract award.

2. Additional Certifications Precedent to Contract Award

The certifications listed below should be completed and submitted with the bid but may be submitted afterwards. If any of these required certifications is not completed and submitted as requested, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

2.1 Former Public Servant

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

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

a. an individual;
b. an individual who has incorporated;

c. a partnership made of former public servants; or
d. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

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

"pension" means, a pension or annual allowance paid under the *Public Service Superannuation Act* (PSSA), R.S., 1985, c.P-36, and any increases paid pursuant to the *Supplementary Retirement Benefits Act*, R.S., 1985, c.S-24 as it affects the PSSA. It does not include pensions payable pursuant to the *Canadian Forces Superannuation Act*, R.S., 1985, c.C-17, the*Defence Services Pension Continuation Act*, 1970, c.D-3, the *Royal Canadian Mounted Police Pension Continuation Act* , 1970, c.R-10, and the *Royal Canadian Mounted Police Superannuation Act*, R.S., 1985, c.R-11, the*Members of Parliament Retiring Allowances Act* , R.S., 1985, c.M-5, and that portion of pension payable to the*Canada Pension Plan Act*, R.S., 1985, c.C-8.

Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes** ( ) **No** ( )

If so, the Bidder must provide the following information, for all FPS in receipt of a pension, as applicable:

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

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with Contracting Policy Notice: 2012-2 and the Guidelines on the Proactive Disclosure of Contracts.

Work Force Reduction Program

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of a work force reduction program? **Yes** ( ) **No** ( )

If so, the Bidder must provide the following information:

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

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is $5,000, including Applicable Taxes.

2.2 Status and Availability of Resources

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. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual 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.

2.3 Education and Experience

The Bidder certifies that all the information provided in therésumés 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.

______________________________ ______________________________

Name of Supplier's Authorized Signatory **Signature of Supplier's Authorized Signatory**

____

Date

PART 6 - SECURITY REQUIREMENTS

1. Security Requirement

1. Before award of a contract, 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 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;

   (d) the Bidder’s proposed location of work performance or document safeguarding must meet the security requirement as indicated in Part 7 - Resulting Contract Clauses;

   (e) the Bidder must provide the address(es) of proposed location(s) of work performance or document safeguarding as indicated in Part 3 - Section IV Additional Information.

2. Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.

3. For additional information on security requirements, bidders should consult the “Security Requirements for PWGSC Bid Solicitations - Instructions for Bidders” (http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31) document on the Departmental Standard Procurement Documents website.

4. **Before award of a contract the bidder must hold the security clearance for the resources they are proposing. If the supplier does not hold the resources’ clearance, they must submit a request to CISD at PWGSC to obtain the security clearance or to duplicate the resources’ security clearance.**

PART 7 - RESULTING CONTRACT CLAUSES

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

1. Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A" and the Contractor's technical bid dated__________ (to be inserted at contract award).

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*(https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) issued by Public Works and Government Services Canada.

2.1 General Conditions

2035 (2013-06-27), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

3. Security Requirement

3.1 The following security requirement applies and form part of the Contract.

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Designated Organization Screening (DOS) with approved Document Safeguarding at the level of **PROTECTED B**, issued by the Canadian Industrial Security Directorate, Public Works and Government Services Canada.
2. The Contractor/Offeror personnel requiring access to PROTECTED information, assets or work site(s) must EACH hold a valid **RELIABILITY STATUS**, granted or approved by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
3. The Contractor MUST NOT utilize its Information Technology systems to electronically process, produce or store PROTECTED information until the CISD/PWGSC has issued written approval. After approval has been granted or approved, these tasks may be performed up to the level of **PROTECTED B**.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor/Offeror must comply with the provisions of the:
    a. Security Requirements Check List and security guide (if applicable), attached at Annex C;
    b. *Industrial Security Manual* (Latest Edition).

3.2 Contractor's Site or Premises Requiring Safeguard Measures

The Contractor must diligently maintain up-to-date, the information related to the Contractor's site or premises, where safeguard measures are required in the performance of the Work, for the following addresses:

Address:
Street Number / Street Name, Unit / Suite / Apartment Number
City, Province, Territory / State

Postal Code / Zip Code
Country

4. Term of Contract

4.1 Period of the Contract

The period of the Contract is from date of Contract to March 31, 2014 inclusive.

5. Authorities

5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Alexandra Millan
Title: Senior Procurement and Contracting Officer
Treasury Board of Canada Secretariat
Address: 300 Laurier West, Ottawa, Ontario, K1A 0R5
Telephone: 613-617-4053
E-mail address: Alexandra.Millan@tbs-sct.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.

5.2 Project Authority

To be provided at contract award.

The Project Authority for the Contract is:

Name: _________
Title: _________
Organization: __________
Address: __________

Telephone: ___-___-_____
Facsimile: ___-___-_____
E-mail address: ____________

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.

5.3 Contractor's Representative

To be provided at contract award.

Name: _________
Title: _________

Organization*:* __________
Address*:* __________

Telephone: ___-___-_____
Facsimile: ___-___-_____
E-mail address: ____________

6. Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a *Public Service Superannuation Act* (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

7. Payment

7.1 Basis of Payment

7.1.1 Firm Lot Price

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price, as specified in Annex B, Basis of Payment, for a cost of $_________ (amount to be inserted at contract award). Customs duties are included and Applicable Taxes are extra.

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.

7.2 Method of Payment

7.2.1 Milestone Payments

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract if:

a. an accurate and complete claim for payment and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;

b. all required certificates have been signed by the respective authorized representatives;

c. all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

7.2.2 Schedule of Milestones

The schedule of milestones for which payments will be made is in accordance with Annex B, Basis of Payment.

7.3 Discretionary Audit

C0705C (2010-01-11), Discretionary Audit

8. Invoicing Instructions

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

2. Invoices must be distributed as follows:

    a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.

    b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

9. Compliance with Certifications

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

10. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in ____________. (*Insert the name of the province or territory as specified by the bidder in its bid, if applicable*.)

11. Priority of Documents

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

(a) the Articles of Agreement;
(b) the general conditions 2035 (2013-06-27), General Conditions - Higher Complexity - Services, apply to and form part of the Contract;
(c) Annex A, Statement of Work;
(d) Annex B, Basis of Payment;
(e) Annex C, Security Requirements Check List;
(f) the Contractor's bid dated ______, (*insert date of bid*)

12. Foreign Nationals (Canadian Contractor)

SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor)

OR

12. Foreign Nationals (Foreign Contractor)

SACC Manual clause A2001C (2006-06-16) Foreign Nationals (Foreign Contractor)

13. Insurance

SACC Manual clause G1005C (2008-05-12) Insurance

14. Conflict of Interest- Other Work

The Contractor, during and after the period of performance of the Contract agrees that:

a) it must not bid on any other work stream of this project for the Work performed under its Contract, to be let as a result of a solicitation where any work performed by the Contractor under this Contract creates a real or apparent conflict of interest or unfair advantage over other potential suppliers for any resulting contract(s), and must not participate as a subcontractor or consultant in the preparation of any other Bidder's bid for such a resulting contract;

b) if its work under the subject Contract involved access to information that would for any reason create a real or apparent conflict of interest or unfair advantage over other potential suppliers for any resulting contract(s), on any other work stream for the Work performed under its Contract , the Contractor must not bid for any of that resulting contract(s) or participate as a subcontractor or consultant in the preparation of any other Bidder's Bid for any resulting contract; and

c) it must not act as an advisor or provide any third party with privileged information obtained in the performance of its work, for any real estate transaction related to the Work performed under its Contract**.**

Canada will disqualify any bid from the Contractor (or any entity that either controls or is controlled by the Contractor or, together with the Contractor, is under the common control of a third party, as well as such third party) for contracts, on any other work stream of this project for the Work performed under its Contract, as described in this clause, in respect to which Canada determines, at its sole discretion, that the Bidder's involvement in this Contract, whether direct or indirect, has resulted in a real or apparent conflict of interest or unfair advantage over other suppliers for the work subject to the solicitation.

Canada will disqualify any bid from the Contractor (or any entity that either controls or is controlled by the Contractor or, together with the Contractor, is under the common control of a third party, as well as such third party) for contracts as described in this clause, in respect to which Canada determines, at its sole discretion, that the bidder's involvement in this Contract, whether direct or indirect, has resulted in a real or apparent conflict of interest or unfair advantage over other suppliers for the work subject to the solicitation.

ANNEX A

STATEMENT OF WORK

1. Title

Assessment and recommendation of a job evaluation methodology, system and tool for the Executive (EX) Group in the Core Public Administration (CPA).

2. Objective

The Treasury Board of Canada Secretariat (TBS) requires the services of an independent to plan, research and analyze job evaluation methodologies, systems and tools and develop a recommendation to modernize the approach to EX Group organization and classification in the CPA, schedules I and IV of the *Financial Administration Act,* by identifying:

1. An up-to-date, comprehensive **EX Group job evaluation methodology** that respects well recognized public service management requirements as defined in applicable legislation and policies; and,

2. An efficient, state-of-the-art software-assisted **EX Group job evaluation system and/or tool** to simplify and streamline the organization and classification process.

3. Background

The sound management of executive level organization and classification is an essential component in the effective management of a department and the cost-effective, efficient delivery of government policies, programs and services.

The current methodology to evaluate and classify executive-level jobs in the CPA is described in the *Executive Group Position Evaluation Plan* (EGPEP) and has been in place since the early 1990's. The EGPEP is based on the *Hay Method of Job Evaluation* which allows for comparisons with similar jobs in the Canadian labour market. As the process to classify EX positions is exclusively paper-based, no software tools are currently being used to simplify any steps in the process.

In the late 1990's, following a recommendation from the *Advisory Committee on Senior Level Retention and Compensation* (Strong Committee), TBS commissioned a consulting firm to review the performance of the Hay-based EGPEP and make suggestions for improvement. The consulting firm was also asked to assess other EX Group job evaluation plans and make recommendations as to the best choice that would optimally serve the evolving needs of the CPA at that time.

The consulting firm submitted the final project report on April 25, 2000, and concluded that the Hay-based EGPEP met all but two of their criteria – gender neutral and flexibility due to outdated benchmarks – of an ideal EX Group job evaluation plan. They also made recommendations for improvement.

Consequently, TBS retained the Hay-based EGPEP and it is still the basis on which the CPA organizes and classifies executive-level positions in 2013. Some recommendations were implemented, including an update of the benchmarks in 2005.

The CPA environment has evolved considerably in the nearly decade and a half since the final project report. It has experienced a series of strategic and operating reviews which have changed the way it does business and the nature of senior public service jobs.

In Budget 2013, the Government of Canada committed to examine its human resources management practices and institutions in a number of areas. It is therefore time to review the different EX Group job evaluation solutions available in terms of methodologies and software tools and select the optimal choice to serve the evolving needs of the CPA.

3.1 Moving Forward

The proposed solution for job evaluation for the EX Group has the potential to significantly impact senior management structures and positions in the CPA and will likely influence other federal public service job evaluation methodologies, systems and tools. It may also lead to recommendations regarding total compensation of executives.

4. Scope of Work

The contractor must provide a team of resources to plan and prepare, develop assessment criteria, conduct research, analyze and assess job evaluation methodologies, systems, and tools which can be used for executive-level positions, and recommend a modern approach to organize and classify EX Group positions in the CPA.

5. Tasks

The contractor must perform the following tasks:

5.1 <u>Phase 1 – Planning and Preparation</u>

5.1.1 Attend a kick-off meeting with the Project Authority (PA) to discuss the requirement and the following components:

- 5.1.1.1 Roles and responsibilities;
- 5.1.1.2 Schedule, including key dates and milestones;
- 5.1.1.3 Departments / persons to be consulted;
- 5.1.1.4 Approaches to be used for gathering the information;
- 5.1.1.5 Method, timing and format of the draft and final reports; and,
- 5.1.1.6 Background information.

5.1.2 Revise the work plan based on the feedback from the PA. The plan will be followed for the duration of the contract and must include at a minimum:

- 5.1.2.1 Roles and responsibilities of each team member;
- 5.1.2.2 Schedule to meet the deliverable dates;
- 5.1.2.3 Approaches to be used and research plan to follow for gathering the information;
- 5.1.2.4 Criteria of an optimal EX Group methodology, system and tool to be able to assess the options;
- 5.1.2.5. Weekly progress and research reports for PA; and,
- 5.1.2.6 Method, timing and format of the draft and final reports.

5.1.3 Submit final draft for approval

<u>5.2 Phase 2 - Research</u>

5.2.1 Schedule consultations (e.g. organizational interviews) and complete qualitative and quantitative research (e.g. internet, social media, publications, product demonstrations) regarding executive-level job evaluation methodologies, systems and tools used in each of the following areas:

5.2.1.1 Four separate agencies (schedule V) within the federal Public Service, namely Canada Revenue Agency, Canadian Food Inspection Agency, Parks Canada and Canadian Nuclear Safety Commission;
5.2.1.2 Four separate federal organizations within the federal Public Administration, namely House of Commons, Bank of Canada, Canadian Wheat Board and Royal Canadian Mounted Police (Forces Members);
5.2.1.3 Any four large (minimum of 10,000 employees) Crown Corporations (http://www.tbs-sct.gc.ca/pas-srp/index-eng.asp);
5.2.1.4 Four provinces, namely Ontario, Quebec, British Columbia and Alberta;
5.2.1.5 Any four large (minimum 10,000 employees) private and/or not-for-profit organizations;
5.2.1.6 Five public sector organizations, namely the United Kingdom, the United States, and Australia and any two other Commonwealth countries.

5.2.2 Research the use of generic or standardized work descriptions for executive-level positions in the large institutions (10,000 employees or more);

5.2.3 Research six commercial off-the-shelf software, both nationally and internationally, that are widely used by large institutions (10, 000 employees or more), namely the computerized job evaluation systems of Mercer (International Position Evaluation), Northgate Arinso (Compensate – Job Evaluation), Hay Group (Job Evaluation Manager), Towers Watson (Global Grading System), J.P.S. Management Consulting (en-Compassing Visions) and Aon Hewitt (Job Link);

5.2.4 In addition to the commercial off-the-shelf tools listed in 5.2.3, research any two additional software tools for assessing executive-level positions that are applicable for large institutions (10,000 employees or more);

5.2.5 Review the existing EGPEP and establish what is working well and what needs to be improved by conducting consultations and interviews with ten departments and agencies in the CPA to be named by the PA;

5.2.6 Consult the *Hay Management Consultants* (Ottawa office) on the EGPEP to discuss evolving methodology and software tools since the last review in 2000;

5.2.7 Track research using a research log spreadsheet and submit it by email to PA with weekly reports. The research log must include at a minimum source (e.g. Australian government), year (e.g. 2010), category (e.g. government publication), title (e.g. Senior Executive Service 25th Anniversary), key points and reference (e.g. URL address)

5.2.8 Submit a final research log spreadsheet to PA with the final report.

5.3 <u>Phase 3 – Analysis, Options and Draft Report</u>

5.3.1 Analyze the research information gathered;

5.3.2 Prepare comparative analysis of the methodology, systems and tools for executive-level organization and classification;

5.3.3 Develop three comparative options. Each option must include at a minimum:

5.3.3.1 Descriptions
5.3.3.2 Framework of the methodology;
5.3.3.3 History of its use;
5.3.3.4 Opportunities (e.g. could apply to all levels of all positions in the CPA) and risks (e.g. does not allow for internal relativity);
5.3.3.5 Applicability to public service executive-level positions in the CPA;
5.3.3.6 Impact on CPA and the current EGPEP;
5.3.3.7 High-level implementation strategy, including timelines;
5.3.3.8 High-level costs;
5.3.3.9 Anticipated results with key performance indicators; and,
5.3.3.10 Tool package, including a software-assisted EX Group job evaluation tool.

5.3.4 Draft and submit report which includes the options; and,

5.3.5 Revise report based on feedback from PA. No more than two (2) revisions of the draft report will be provided.

5.4 <u>Phase 4 – Recommendations and final report</u>

5.4.1 Prepare and submit the draft final report which includes:

5.4.1.1. Three options;
5.4.1.2. Recommendation, supporting rationale and executive summary of the one option that is best suited for the CPA which addresses each of the following:

5.4.1.2.1 Fair, credible and competitive with similar plans in the public and private sectors and, as a minimum, provides sufficient basis for assessing internal relativity and external comparability;
5.4.1.2.2. Compatible with the context (e.g. two official languages) and adaptable to the human resource structure for the CPA, including transparent, evidence-based processes and tools that support equitable (e.g. pay, gender) results;
5.4.1.2.3 Affordable for organizations in the CPA and Canadian tax payers;
5.4.1.2.4 Sound in terms of underpinning theory and methodology;
5.4.1.2.5 Can be applied consistently across the CPA and limits classification discrepancies to a minimum;
5.4.1.2.6 Wholly robust when challenged, with built-in flexibilities that can support a constantly changing environment;
5.4.1.2.7 Easy to use and to apply; and,
5.4.1.2.8 Requires minimal training.
5.4.1.2.9 A list of the essential and asset functionalities of the software tools required to meet the needs of the recommended methodology.

5.4.2 Revise draft final report based on feedback from PA;

5.4.3 Submit final report to PA;

5.4.4. Prepare the presentation of the final report to the PA;

5.4.5 Present to the PA’s senior executive team.

6. Government Furnished Information

6.1 The PA will provide the following background information to the contractor:

6.1.1Policy on the Management of Executives;
6.1.2 Directive on Executive (EX) Organization and Classification;
6.1.3 Report (2000): KPMG's Review of Job Evaluation Plans for Executive Positions in the Federal Public Service
6.1.4 Table (2011): Considerations for the Off-the-shelf Computer-assisted Classification Systems

7. Project Authority Responsibilities

The PA is responsible for the following:

7.1 Phase 1 – Planning and Preparation

7.1.1 Book the room and send the invitation for the kick-off meeting; and,
7.1.2 Provide feedback on the draft work plan within two days of receipt.

7.2 Phase 2 - Research

7.2.1 Contact the departments and agencies under tasks 5.2.5 to gain participation for consultations;
7.2.2 Contact the Hay Group president (or his/her authorized agent) under task 5.2.6 to gain participation for consultation.

7.3 Phase 3 – Analysis, Options and Draft Report

7.3.1 Provide feedback on the draft report within 3 days of receipt.

7.4 Phase 4 – Recommendation and Final Report

7.4.1 Provide feedback on the draft report within 3 days of receipt; and,
7.4.2 Schedule, book the room and send the invitation for the presentation of the final report.

8. Deliverables and Associated Schedule

All work must be completed no later than March 31, 2014.

8.1	**Phase 1 – Planning and Preparation**	
	Deliverables	**Completion Date**
8.11	Kick-off meeting	Within 3 business days of contract award
8.1.2	Draft and final work plan	Within 4 business days of the kick-off meeting
8.2	**Phase 2 – Research Phase**	
	Deliverables	**Completion Date**
8.2.1	Progress report, including research log spreadsheet	Weekly
8.2.2	Final research log	No later than 4 weeks from date of contract award

8.3	Phase 3 – Analysis, Options and Draft Report	
	Deliverables	**Completion Date**
8.3.1	Progress reports	Weekly
8.3.2	Draft report	No later than 8 weeks from date of contract award
8.3.3	Final report	No later than 9 weeks from date of contract award
8.4	**Phase 4 – Recommendation and Final Report**	
	Deliverables	**Completion Date**
8.4.1	Draft final report	No later than 10 weeks from date of contract award
8.4.2	Final report	No later than 11 weeks from date of contract award
8.4.3	Presentation	No later than March 31, 2014

9. Constraints

To ensure maximum objectivity in the evaluation of plans and software systems that facilitate the organization and classification of EX Group positions, and in the selection of an optimal option, the consulting firm that will be selected for this project will be precluded from any subsequent work in implementing a new job evaluation plan and/or software system that facilitates the organization and classification of EX Group positions as a result of this review initiative.

10. Language of Work

The language of work may be either English or French so at least one member of the core team must be fluent in both official languages, English and French.

11. Travel Requirements

The core team must attend the kick-off meeting in the National Capital Region (NCR). The project leader may be asked to attend additional meetings, if required, in the NCR. In order to complete the tasks, the researchers may need to attend meetings in the NCR at the sites of the interviewees; where the interviewees reside outside the NCR, teleconference or videoconference will be used. The core team must attend a meeting in the NCR to formally present the final report.

12. Location of Work

Most work will be completed at the contractor's offices. The resources will have access to PA office space for the purpose of attending PA-led meetings.

ANNEX B

BASIS OF PAYMENT

A- Contract Period (From Date of contract to March 31, 2014 inclusive.)

During the period of the Contract, the Contractor will be paid as specified below for Work performed in accordance with the Contract.

The rate specified below, includes any of the following expenses that may need to be incurred to satisfy the terms of the contract:

a all travel and living expenses for work performed within the National Capital Region (NCR). The NCR is defined in the National Capital Act, R.S.C. 1985, c. N-4, S.2. The National Capital Act is available on the Justice Website: http://laws.justice.gc.ca./en/N-4/ ;

b any travel expenses for travel between the Contractor's place of business and the NCR; and

c any travel and living expenses for the relocation of resources to satisfy the terms of any resulting contract. These expenses cannot be charged directly and separately from the professional fees to any contract that may result from the bid solicitation.

1.0 Professional Fees

The Contractor will be paid all inclusive milestone payments as follows:

Deliverables	Completion Date	All-inclusive Milestone Payment Amounts (Cdn)
MILESTONE 1		
Kick-off Meeting	Within 3 business days following the contract award.	
Draft and final work plan	Within 4 business days of the kick-off meeting.	
Progress report, including research log spreadsheet	Weekly	
Final research log	No later than 4 weeks from date of contract award	
	Sub-total Milestone 1	**$** (25% of contract value)
MILESTONE 2		
Progress reports	Weekly	
Draft report	No later than 8 weeks from date of contract award	
Final report	No later than 9 weeks from date of	

	contract award	
Draft final report	No later than 10 weeks from date of contract award	
	Sub-total Milestone 2	**$** (50% of contract value)
MILESTONE 3		
Final report	No later than 11 weeks from date of contract award	
Presentation	No later than March 31, 2014	
	Sub-total Milestone 3	**$** (25% of contract value)
	Sub-total Professional Services (Milestone 1 + Milestone 2 + Milestone 3)	**$**
	HST	**$**
	Total	**$**

ANNEX C

SECURITY REQUIREMENTS CHECK LIST

Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat
24062-14-101
Security Classification / Classification de sécurité
Protected B

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: **Treasury Board of Canada Secretariat**

2. Branch or Directorate / Direction générale ou Direction: Executive Policies, EPTM, OCHRO

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

TBS requires the services of a contractor to plan, research and analyze job evaluation methodologies, systems and tools and develop a recommendation to modernize the approach to EX Group organization and classification in the CPA, schedules I and IV of the Financial Administration Act, by identifying:1. An up-to-date, comprehensive EX Group job evaluation methodology that respects well recognized public service management requirements as defined in applicable legislation and policies; and,2. An efficient, state-of-the-art software-assisted EX Group job evaluation system and/or tool to simplify and streamline the organization and classification process.

5. a) Will the supplier require access to Controlled Goods?
Le fournisseur aura-t-il accès à des marchandises contrôlées?
☑ No / Non ☐ 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?
☑ No / Non ☐ 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)
☐ No / Non ☑ 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.
☑ No / Non ☐ 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?
☑ No / Non ☐ 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	NATO / OTAN	Foreign / Étranger
☑	☐	☐

7. b) Release restrictions / Restrictions relatives à la diffusion

Canada	NATO / OTAN	Foreign / Étranger
No release restrictions / Aucune restriction relative à la diffusion ☑	All NATO countries / Tous les pays de l'OTAN ☐	No release restrictions / Aucune restriction relative à la diffusion ☐
Not releasable / À ne pas diffuser ☐		
Restricted to: / Limité à : ☐	Restricted to: / Limité à : ☐	Restricted to: / Limité à : ☐
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

Canada		NATO / OTAN		Foreign / Étranger	
PROTECTED A / PROTÉGÉ A	☐	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ	☐	PROTECTED A / PROTÉGÉ A	☐
PROTECTED B / PROTÉGÉ B	☑	NATO RESTRICTED / NATO DIFFUSION RESTREINTE	☐	PROTECTED B / PROTÉGÉ B	☐
PROTECTED C / PROTÉGÉ C	☐	NATO CONFIDENTIAL / NATO CONFIDENTIEL	☐	PROTECTED C / PROTÉGÉ C	☐
CONFIDENTIAL / CONFIDENTIEL	☐	NATO SECRET / NATO SECRET	☐	CONFIDENTIAL / CONFIDENTIEL	☐
SECRET / SECRET	☐	COSMIC TOP SECRET / COSMIC TRÈS SECRET	☐	SECRET / SECRET	☐
TOP SECRET / TRÈS SECRET	☐			TOP SECRET / TRÈS SECRET	☐
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT)	☐			TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT)	☐

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Security Classification / Classification de sécurité
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Canada

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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?
If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité :
☑ No / Non ☐ Yes / Oui

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

- ☑ RELIABILITY STATUS / COTE DE FIABILITÉ
- ☐ CONFIDENTIAL / CONFIDENTIEL
- ☐ SECRET / SECRET
- ☐ TOP SECRET / TRÈS SECRET
- ☐ TOP SECRET – SIGINT / TRÈS SECRET – SIGINT
- ☐ NATO CONFIDENTIAL / NATO CONFIDENTIEL
- ☐ NATO SECRET / NATO SECRET
- ☐ COSMIC TOP SECRET / COSMIC TRÈS SECRET
- ☐ 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

Government of Canada Gouvernement du Canada

Contract Number / Numéro du contrat

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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 A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET
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, classifier 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, classifier le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

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Canada