RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:

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

Title - Sujet	SYSTEMS & WEB SUPPORT
Solicitation No. - N° de l'invitation	EP887-141960/A
Date	2014-02-03
Client Reference No. - N° de référence du client	20141960
GETS Reference No. - N° de référence de SEAG	PW-$$EL-609-26872
File No. - N° de dossier	609el.EP887-141960
CCC No./N° CCC - FMS No./N° VME	
Solicitation Closes - L'invitation prend fin	at - à 02:00 PM on - le 2014-02-25
Time Zone Fuseau horaire	Eastern Standard Time EST
F.O.B. - F.A.B.	Plant-Usine: ☐ Destination: ☐ Other-Autre: ☐
Address Enquiries to: - Adresser toutes questions à:	Bastien, Josée
Buyer Id - Id de l'acheteur	609el
Telephone No. - N° de téléphone	(819) 956-6770 ( )
FAX No. - N° de FAX	( ) -

Destination - of Goods, Services, and Construction:
Destination - des biens, services et construction:
DEPARTMENT OF PUBLIC WORKS AND GOVERNMENT SERVICES CANADA
MARTEL (THE NEW TWO SEVENTY ALBERT)
5TH FLOOR, 270 ALBERT ST
OFFICE OF THE SENIOR DIRECTOR
OTTAWA
Ontario
K1A0S5
Canada

REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION

Proposal To: Public Works and Government Services Canada

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

Proposition aux: Travaux Publics et Services Gouvernementaux Canada

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

Comments - Commentaires

Instructions: See Herein

Instructions: Voir aux présentes

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

Delivery Required - Livraison exigée	**Delivery Offered - Livraison proposée**
See Herein	

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

Telephone No. - N° de téléphone
Facsimile No. - N° de télécopieur

Name and title of person authorized to sign on behalf of Vendor/Firm (type or print)
Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)

Signature **Date**

Issuing Office - Bureau de distribution
Informatics Professional Services - EL Division/Services professionnels en informatique - division EL
4C2, Place du Portage
Gatineau
Québec
K1A 0S5

Canada

BID SOLICITATION

FOR (A) CONTRACT(S) AGAINST A SUPPLY ARRANGEMENT FOR TASK- BASED IN INFORMATICS PROFESSIONAL SERVICES (TBIPS)

VARIOUS RESOURCE CATEGORIES - LEVEL 2 AND 3

FOR

PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

TABLE OF CONTENTS

List of Annexes to the Resulting Contract:

Annex A Statement of Work

Appendix A to Annex A - Tasking Procedure
Appendix B to Annex A - Task Authorization (TA) Form
Appendix C to Annex A - Resource Assessment Criteria and Response Table
Appendix D to Annex A - Certifications at the TA stage

Annex B Basis of Payment
Annex C Security Requirements Check List

List of Annex and Attachments to Part 2 (Bidder Instructions):

Annex B	Basis of Payment
Attachment 1	Bid Evaluation Criteria
Annex 1 to Attachment 1	Roles and Responsibilities Definitions
Attachment 2	Bid Submission Form

List of Annex and Attachments to Part 3 (Bid Preparation Instructions):

Annex B	Basis of Payment
Attachment 1	Bid Evaluation Criteria
Annex 1 to Attachment 1	Roles and Responsibilities Definitions
Attachment 2	Bid Submission Form

List of Annex and Attachments to Part 4 (Evaluation Procedures and Basis of Selection):

Annex B	Basis of Payment
Attachment 1	Bid Evaluation Criteria
Annex 1 to Attachment 1	Roles and Responsibilities Definitions

PART 1 - GENERAL INFORMATION

1.1 Introduction

This document states terms and conditions that apply to this bid solicitation # EP887-141960/A. It is divided into seven parts plus annexes and attachments as follows:

Part 1 General Information: provides a general description of the requirement;

Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation and states that the Bidder agrees to be bound by the clauses and conditions contained in all parts of the bid solicitation;

Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;

Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selection;

Part 5 Certifications: includes the certifications to be provided;

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 Bid Evaluation Criteria, the Bid Submission Form and any other annexes.

1.2 Summary

(a) This bid solicitation is being issued to satisfy the requirement of Public Works and Government Services Canada (PWGSC) (the “Client”) for Task-Based Informatics Professional Services (TBIPS) under the TBIPS Supply Arrangement (SA) method of supply.

(b) It is intended to result in the award of up to 3 contracts. Each contract will be for one (1) year plus *2* one-year irrevocable options allowing Canada to extend the term of the contract.

(c) There is a security requirement associated with this requirement. For additional information, consult 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://ssi-iss.tpsgc-pwgsc.gc.ca) Website.

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

(e) Only TBIPS SA Holders currently holding a TBIPS SA for Tier 2 in the National Capital Region under the EN578-055605/E series of SAs are eligible to compete. The TBIPS SA EN578-055605/E is incorporated by reference and forms part of this bid solicitation, as though expressly set out in it, subject to any express terms and conditions contained in this bid solicitation. The capitalized terms not defined in this bid solicitation have the meaning given to them in the TBIPS SA.

(f) SA Holders that are invited to compete as a joint venture must submit a bid as that joint venture SA Holder, forming no other joint venture to bid. Any joint venture must be already qualified under the SA #EN578-055605/E as that joint venture at the time of bid closing in order to submit a bid.

(g) The Resource Categories described below are required on an as and when requested basis in accordance with the TBIPS SA Annex "B":

RESOURCE CATEGORY	LEVEL OF EXPERTISE
Application/Software Architect	Level 2 & 3
ERP Functional Analyst	Level 2 & 3
ERP System Analyst	Level 2 & 3
ERP Technical Analyst	Level 2 & 3
Programmer/Analyst	Level 2 & 3
System Analyst	Level 2 & 3
Tester	Level 2 & 3
Web Graphics Designer	Level 2 & 3
Data Conversion Specialist	Level 2 & 3
Business Analyst	Level 2 & 3
Business Architect	Level 2 & 3
Business Process Re-engineering (BPR) Consultant	Level 2 & 3
Business System Analyst	Level 2 & 3
Business Transformation Architect	Level 2 & 3
Courseware Developer	Level 2 & 3
Help Desk Specialist	Level 2 & 3
Change Management Consultant	Level 2 & 3
Enterprise Architect	Level 2 & 3
Project Coordinator	Level 2 & 3
Project Manager	Level 2 & 3
Quality Assurance Specialist/Analyst	Level 2 & 3
Risk Management Specialist	Level 2 & 3

1.3 Debriefings

After contract award, 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 provided in writing or by telephone.

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

(a) All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual issued by Public Works and Government Services Canada (PWGSC).

(b) Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

(c) The 2003 (2013-06-01) Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the bid solicitation, with Subsection 5.4 amended by deleting “sixty (60) days” and inserting “180 days”. If there is a conflict between the provisions of 2003 and this document, this document prevails.

(d) The text under subsections 4 and 5 of Section 01 – Code of Conduct and Certifications of 2003 referenced above is replaced by:

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

2.2 Submission of Bids

(a) Bids must be submitted only to the Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and at the PWGSC address indicated at the top right hand corner of page one of the bid solicitation.

(b) Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail to PWGSC will not be accepted.

2.3 Enquiries - Bid Solicitation

(a) All enquiries must be submitted in writing to the Contracting Authority no later than 5 calendar days before the bid closing date. Enquiries received after that time may not be answered.

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

2.4 Applicable Laws

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

Note to Bidders: A bidder may, at its discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of its bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of its choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidder. *Bidders are requested to indicate the Canadian province or territory they wish to apply to any resulting contract in their Bid Submission Form.*

2.5 Improvement of Requirement During Solicitation Period

If 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 reasons 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 in accordance with the article entitled “Enquiries - Bid Solicitation”. Canada will have the right to accept or reject any or all suggestions.

2.6 Volumetric Data

The data has been provided to Bidders to assist them in preparing their bids. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada’s future usage of the service identified in this bid solicitation will be consistent with this data. It is provided purely for information purposes.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

(a) **Copies of Bid:** Canada requests that Bidders provide their bid in separately bound sections as follows:

(i) Section I: Technical Bid (4 hard copies)

(ii) Section II: Financial Bid (2 hard copies)

(iii) Section III: Certifications not included in the Technical Bid (2 hard copies)

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

(b) **Format for Bid:** Canada requests that Bidders follow the format instructions described below in the preparation of their bid:

(i) use 8.5 x 11 inch (216 mm x 279 mm) paper;

(ii) use a numbering system that corresponds to the bid solicitation;

(iii) include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, Bidder's name and address and contact information of its representative; and

(iv) include a table of contents.

(c) **Canada's Policy on Green Procurement**: In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process. See the 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 are encouraged to:

(i) use paper containing fibre certified as originating from a sustainably-managed forest and/or containing a minimum of 30% recycled content; and

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

(d) **Submission of Only One Bid from a Bidding Group**:

(i) The submission of more than one bid from members of the same bidding group is not permitted in response to this bid solicitation. If members of a bidding group participate in more than one bid, Canada will set aside all bids received from members of that bidding group.

(ii) For the purposes of this article, "**bidding group**" means all entities (whether those entities include one or more natural persons, corporations, partnerships, limited liability partnerships, etc.) that are related to one another. Regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law, entities are considered "**related**" for the purposes of this bid solicitation if:

(A) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);

(B) they are "related persons" or "affiliated persons" according to the *Canada Income Tax Act*;

(C) the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or

(D) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.

(e) Joint Venture Experience:

Except where expressly provided otherwise, at least one member of a joint venture Bidder must meet any given mandatory requirement of this bid solicitation. Joint venture members cannot pool their abilities to satisfy any single mandatory requirement of this bid solicitation. Wherever substantiation of a mandatory requirement is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. Any Bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the solicitation period.Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance services, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single requirement, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.

3.2 Section I: Technical Bid

The technical bid consists of the following:

(i) **Bid Submission Form**: Bidders are requested to include the Bid Submission Form - Attachment ”2” with their bids. It provides a common form in which Bidders can provide information required for evaluation and contract award, such as a contact name, the Bidder’s Procurement Business Number, the Bidder’s status under the Federal Contractors Program for Employment Equity, etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.

(ii) **Substantiation of Technical Compliance**: The technical bid must substantiate the compliance with the specific articles of Attachment “1” , which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirement(s), but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or product complies is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be considered non-responsive and disqualified. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the “Bidder’s Response” column of Attachment “1”, where Bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.

(iii) **For Previous Similar Projects:** Where the bid must include a description of previous similar projects: (i) a project must have been completed by the Bidder itself (and cannot include the experience of any proposed subcontractor or any affiliate of the Bidder); (ii) a project must have been completed by the bid closing date; (iii) each project description must include, at minimum, the name and either the telephone number or e-mail address of a customer reference; and (iv) if more similar projects are provided than requested, Canada will decide in its discretion which projects will be evaluated.

(iv) **Customer Reference Contact Information**: The Bidder must provide customer references who must each confirm, if requested by Canada the facts identified in the Bidder’s bid, as required by Attachment “1”. For each customer reference, the Bidder must, at a minimum, provide the name, the telephone number and e-mail address for a contact person. Bidders are also requested to include the title of the contact person. If there is a conflict between the information provided by the customer reference and the bid, the information provided by the customer reference will be evaluated instead of the information in the bid. If the named individual is unavailable when required during the evaluation period, the Bidder may provide the name and contact information of an alternate contact from the same customer.

3.3 Section II: Financial Bid

(a) **Pricing**: Bidders must submit their financial bid in accordance with the Basis of Payment provided in Annex "B" of this bid solicitation. The total amount of Applicable Taxes must be shown separately, if applicable. Unless otherwise indicated, Bidders must include a single, firm, all-inclusive per diem rate in Canadian dollars in each cell requiring an entry in the pricing tables.

(b) **Variation in Resource Rates By Time Period:** For any given Resource Category, where the financial tables provided by Canada allow different firm rates to be charged for a resource category during different time periods:

(i) the rate bid must not increase by more than 5% from one time period to the next, and

(ii) the rate bid for the same Resource Category during any subsequent time period must not be lower than the rate bid for the time period that includes the first month of the Initial Contract Period.

(c) **All Costs to be Included:** The financial bid must include all costs for the requirement described in the bid solicitation for the entire Contract Period, including any option periods. The identification of all necessary equipment, software, peripherals, cabling and components required to meet the requirements of the bid solicitation and the associated costs of these items is the sole responsibility of the Bidder.

(d) **Blank Prices**: Bidders are requested to insert "$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the tables. If the Bidder leaves any price blank, Canada will treat the price as "$0.00" for evaluation purposes and may request that the Bidder confirm that the price is, in fact, $0.00. No Bidder will be permitted to add or change a price as part of this confirmation. Any Bidder who does not confirm that the price for a blank item is $0.00 will be declared non-responsive.

3.4 Section III: Certifications

Bidders must submit the certifications as required under Part 5 that have not been included in the Technical Bid.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

(a) Bids will be evaluated in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.

(b) There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.

(c) An evaluation team composed of representatives of the Client and PWGSC will evaluate the bids on behalf of Canada. Canada may hire any independent consultant, or use any Government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.

(d) In addition to any other time periods established in the bid solicitation:

(i) **Requests for Clarifications**: If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.

(ii) **Requests for Further Information**: If Canada requires additional information in order to do any of the following pursuant to the Section entitled “Conduct of Evaluation” in 2003, Standard Instructions - Goods or Services - Competitive Requirements:

(A) verify any or all information provided by the Bidder in its bid; or

(B) contact any or all references supplied by the Bidder to verify and validate any information submitted by the Bidder,

the Bidder must provide the information requested by Canada within 3 days working days of a request by the Contracting Authority.

(iii) **Extension of Time**: If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

4.2 Technical Evaluation - Mandatory Technical Criteria

(a) Each bid will be reviewed to determine whether it meets 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. The Mandatory evaluation criteria are described in Attachment ” 1 “ - Bid Evaluation Criteria and Annex 1 to Attachment 1Roles and Responsibilities Definitions.

(b) **Point-Rated Technical Criteria**:

Each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word “rated” or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly. The rated evaluation criteria are described in Attachment ” 1 “ - Bid Evaluation Criteria.

(c) **Reference Checks:**

(i) Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not allocate any points nor consider a mandatory criteria met unless the response is received within 5 working days.

(ii) On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Bidder by e-mail, to allow the Bidder to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Bidder. Crown references will be accepted.

(d) Number of Resources Evaluated:

No resources per category will be evaluated as part of this bid solicitation. Resources will only be assessed after contract award once specific tasks are requested of the Contractor. After contract award, the Task Authorization process will be in accordance with Part 7 - Resulting Contract Clauses, Article 7.2 Task Authorization. When a Task Authorization Form (TA Form) is issued, the Contractor will be requested to propose a resource to satisfy the specific requirement based on the TA Form's Statement of Work. The proposed resource will then be assessed against the criteria identified in the Contract's Statement or Work in accordance with Appendix C to Annex A.

4.3 Financial Evaluation

(a) The financial evaluation will be conducted using the firm per diem rates provided by the responsive bid(s).

(b) There are two possible financial evaluation methods for this requirement. The first method will be used if three or more bids are determined responsive (see (c) Financial Evaluation - Method A below). The second method will be used if fewer than three bids are determined responsive (see (d) Financial Evaluation - Method B below).

(c) **Financial Evaluation - Method A:** The following financial evaluation method will be used if three or more bids are determined responsive:

(i) STEP 1 - ESTABLISHING THE LOWER AND UPPER MEDIAN BAND LIMITS FOR EACH PERIOD AND EACH RESOURCE CATEGORY: The Contracting Authority will establish, for each period and each Resource Category, the median band limits based on the firm per diem rates provided by the technically responsive bids. For each such Resource Category the median will be calculated using the median function in Microsoft Excel and will represent a range that encompasses any rate to a value of minus (-) 20% of the median, and an upper median rate to a value of plus (+) 30% of the median._ When an even number of technically responsive bids have been determined, an average of the middle two rates will be used to calculate the median band limits and for an odd number of technically responsive bids, the middle rate will be used.

(ii) STEP 2 - POINTS ALLOCATION: For each period and each Resource Category, points will be allocated as follows:

(A) A Bidder's proposed firm per diem rate that is either lower than the established lower median band limit or higher than the established upper median band limit for that period and Resource Category will be allocated 0 points.

(B) A Bidder's proposed firm per diem rate falling within the upper and lower median band limits, for that period and Resource Category, will be allocated points using the following calculation, which will be rounded to two decimal places:

$$\frac{\text{Lowest proposed firm per diem rate within the median band limits}}{\text{Bidder's proposed firm per diem rate Within the median band limit}} \times \text{Maximum Points Assigned at Table 1 below}$$

(C) A Bidder's proposed firm per diem rate falling within the established median band limits which is the lowest proposed firm per diem rate will be allocated the applicable maximum points assigned at Table 1 below.

TABLE 1 - MAXIMUM POINTS ASSIGNED				
RESOURCE CATEGORIES	**INITIAL (1 YEAR) CONTRACT PERIOD**	**OPTION PERIOD 1**	**OPTION PERIOD 2**	**TOTAL POINTS**
Application/ Software Architect Level 2	10	10	10	30
Application/ Software Architect Level 3	10	10	10	30
ERP Functional Analyst Level 2	10	10	10	30
ERP Functional Analyst Level 3	10	10	10	30
ERP System Analyst Level 2	10	10	10	30
ERP System Analyst Level 3	10	10	10	30
ERP Technical Analyst Level 2	10	10	10	30
ERP Technical Analyst Level 3	10	10	10	30
Programmer/Analyst Level 2	10	10	10	30
Programmer/Analyst Level 3	10	10	10	30
System Analyst Level 2	10	10	10	30
System Analyst Level 3	10	10	10	30
Tester Level 2	10	10	10	30
Tester Level 3	10	10	10	30
Web Graphics Designer Level 2	10	10	10	30
Web Graphics Designer Level 3	10	10	10	30
Data Conversion Specialist Level 2	10	10	10	30
Data Conversion Specialist Level 3	10	10	10	30
Business Analyst Level 2	10	10	10	30
Business Analyst Level 3	10	10	10	30
Business Architect Level 2	10	10	10	30
Business Architect Level 3	10	10	10	30
Business Process Re-engineering (BPR) Consultant Level 2	10	10	10	30
Business Process Re-engineering (BPR) Consultant Level 3	10	10	10	30
Business System Analyst Level 2	10	10	10	30
Business System Analyst Level 3	10	10	10	30
Business Transformation Architect Level 2	10	10	10	30
Business Transformation Architect Level 3	10	10	10	30
Courseware Developer Level 2	10	10	10	30
Courseware Developer Level 3	10	10	10	30
Help Desk Specialist Level 2	10	10	10	30
Help Desk Specialist Level 3	10	10	10	30
Change Management Consultant Level 2	10	10	10	30
Change Management Consultant Level 3	10	10	10	30
Enterprise Architect Level 2	10	10	10	30
Enterprise Architect Level 3	10	10	10	30
Project Coordinator Level 2	10	10	10	30
Project Coordinator Level 3	10	10	10	30
Project Manager Level 2	10	10	10	30

Project Manager Level 3	**10**	**10**	**10**	**30**
Quality Assurance Specialist / Analyst Level 2	**10**	**10**	**10**	**30**
Quality Assurance Specialist / Analyst Level 3	**10**	**10**	**10**	**30**
Risk Management Specialist Level 2	**10**	**10**	**10**	**30**
Risk Management Specialist Level 3	**10**	**10**	**10**	**30**
TOTAL	**440**	**440**	**440**	**1,320**

(iii) **STEP 3 - TOTAL FINANCIAL SCORE**: Points allocated under STEP 2 for each period and Resource Category will be added together and rounded to two decimal places to produce the total financial score. Bidders will find below an example of a financial evaluation using method 1.

(iv) ***EXAMPLE OF A FINANCIAL EVALUATION USING METHOD 1***

TABLE 2

EXAMPLE OF A FINANCIAL EVALUATION USING METHOD 1

Category of Personnel	**Points Assigned**	**Bidder 1**		**Bidder 2**		**Bidder 3**	
		Year 1	**Year 2**	**Year 1**	**Year 2**	**Year 1**	**Year 2**
Programmer	150 (75 pts. per year)	$400.00	$400.00	$420.00	$450.00	$450.00	$450.00
Business Analyst	100 (50 pts. per year)	$600.00	$600.00	$600.00	$620.00	$650.00	$820.00
Project Manager	50 (25 pts. per year)	$555.00	$900.00	$750.00	$800.00	$700.00	$800.00
TOTAL	300						

STEP 1 - ESTABLISHING THE LOWER AND UPPER MEDIAN BANDS FOR EACH PERIOD AND EACH CATEGORY OF PERSONNEL

(Median 1) For the Programmer Category of Personnel, the year 1 median would be $420.00. The lower median band limit would be $336.00 and higher median band limit would be $546.00.

(Median 2) For the Programmer Category of Personnel, the year 2 median would be $450.00. The lower median band limit would be $360.00 and higher median band limit would be $585.00.

(Median 3) For the Business Analyst Category of Personnel, the year 1 median would be $600.00. The lower median band limit would be $480.00 and higher median band limit would be $780.00.

(Median 4) For the Business Analyst Category of Personnel, the year 2 median would be $620.00. The lower median band limit would be $496.00 and higher median band limit would be $806.00.

(Median 5) For the Project Manager Category of Personnel, the year 1 median would be $700.00. The lower median band limit would be $560.00 and higher median band limit would be $910.00.

(Median 6) For the Project Manager Category of Personnel, the year 2 median would be $800.00. The lower median band limit would be $640.00 and higher median band limit would be $1,040.00.

STEP 2 - POINT ALLOCATION

Bidder 1:

Programmer Year 1 = 75 points (lowest rate within the lower and upper median band limits)

Programmer Year 2 = 75 points (lowest rate within the lower and upper median band limits)

Business Analyst Year 1 = 50 points (lowest rate within the lower and upper median band limits)

Business Analyst Year 2	= 50 points (lowest rate within the lower and upper median band limits)
Project Manager Year 1	= 0 points (outside the lower and higher median band limits)
Project Manager Year 2	= 22.22 points (based on the following calculation = (Lowest rate of $800.00 / Bidder's proposed rate of $900.00) Multiplied by 25 pts)
Bidder 2:	
Programmer Year 1	= 71.43 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $420.00) Multiplied by 75 pts)
Programmer Year 2	= 66.67 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $450.00) Multiplied by 75 pts)
Business Analyst Year 1	= 50 points (lowest price within the lower and upper median band limits)
Business Analyst Year 2	= 48.39 points (based on the following calculation = (Lowest rate of $600.00 / Bidder's proposed rate of $620.00) Multiplied by 50 pts)
Project Manager Year 1	= 23.33 points (based on the following calculation = (Lowest rate of $700.00 / Bidder's proposed rate of $750.00) Multiplied by 25 pts)
Project Manager Year 2	= 25 points (lowest price within the lower and upper median band limits)
Bidder 3:	
Programmer Year 1	= 66.67 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $450.00) Multiplied by 75 pts)
Programmer Year 2	= 66.67 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $450.00) Multiplied by 75 pts)
Business Analyst Year 1	= 46.15 points (based on the following calculation = (Lowest rate of $600.00 / Bidder's proposed rate of $650.00) Multiplied by 50 pts)
Business Analyst Year 2	= 0 points (outside the lower and higher median band limits)
Project Manager Year 1	= 25 points (lowest price within the lower and upper median band limits)
Project Manager Year 2	= 25 points (lowest price within the lower and upper median band limits)

STEP 3 - TOTAL FINANCIAL SCORE

Bidder 1

75 + 75 + 50 + 50 + 0 + 22.22 = Total Financial Score of 272.22 points out of a possible 300 points

Bidder 2

71.43 + 66.67 + 50 + 48.39 + 23.33 + 25 = Total Financial Score of 284.82 points out of a possible 284,82 points

Bidder 3

66.67 + 66.67 + 46.15 + 0 + 25 + 25 = Total Financial Score of 229.49 points out of a possible 229,49 points

(d) **Financial Evaluation - Method B**: The following financial evaluation method will be used if less than three bids are determined responsive:

(i) **STEP 1 - AVERAGE COMPARISON:** If up to two contracts may be awarded as a result of this bid solicitation, the following Step 1 will be part of the evaluation where there exist only two bids that are determined to be otherwise responsive. If there is only one bid, this step will not occur.

For each bid, the rates provided per Resource Category will be added together, and that total will be divided by the total number of Resource Categories, resulting in a Total Average Rate for each period. Once all the Total Average Rates are determined, Canada will determine the percentage difference between the two bids Total Average Rates (the Delta Percentage) for each given period using the following formula: Subtract the lower Total Average Rate from the higher Total Average Rate, then divide the result by the lower Total Average Rate. (see example below). In the event that a Delta Percentage is greater than 30% for any given period, the bid that contained the higher Total Average Rate that generated that Delta Percentage will be considered non-responsive.

STEP 1

TABLE 3 - EXAMPLE OF THE AVERAGE COMPARISON IN METHOD B:

Resource Category	Bidder 1		Bidder 2	
	Year 1	Year 2	Year 1	Year 2
Programmer	**800.00 $**	**800.00 $**	**850.00 $**	**900.00 $**
Business Analyst	**1,000.00 $**	**1,000.00 $**	**1,400.00 $**	**1,650.00 $**
Project Manager	**1,200.00 $**	**1,200.00 $**	**1,300.00 $**	**1,650.00 $**
Total	3,000.00 $	3,000.00 $	3,550.00 $	4,200.00 $
Total Average Rate (Total divided by 3 Resource Categories)	1,000.00 $	1,000.00 $	1,183.33 $	1,400.00 $
Lower	1,000.00 $	1,000.00 $		
Higher			1,183.33 $	$1 400 00
Higher minus lower divided by lower equals a Delta Percentage			18,3 %	40 %

In the above example, Bidder 2 would be considered non-responsive because its bid contained a higher Total Average Rate that generated a Delta Percentage greater than 30%.

(ii) **STEP 2 - POINTS ALLOCATION**: For each period and each Resource Category points will be allocated as f:ollows:

Points will be established based on the following calculation, with points rounded to two decimal places:

<u>Lowest proposed firm per diem rate</u> x Maximum Points Assigned

Bidder's proposed firm per diem rate at Table 4 below

The Bidder with the lowest proposed firm per diem rate will be allocated the applicable maximum points assigned at Table 4 below.

TABLE 4 - MAXIMUM POINTS ASSIGNED

RESOURCE CATEGORIES	INITIAL (1 YEAR) CONTRACT PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	TOTAL POINTS
Application/Software Architect Level 2	**10**	**10**	**10**	**30**
Application/Software Architect Level 3	**10**	**10**	**10**	**30**
ERP Functional Analyst Level 2	**10**	**10**	**10**	**30**
ERP Functional Analyst Level 3	**10**	**10**	**10**	**30**
ERP System Analyst Level 2	**10**	**10**	**10**	**30**
ERP System Analyst Level 3	**10**	**10**	**10**	**30**
ERP Technical Analyst Level 2	**10**	**10**	**10**	**30**
ERP Technical Analyst Level 3	**10**	**10**	**10**	**30**
Programmer/Analyst Level 2	**10**	**10**	**10**	**30**
Programmer/Analyst Level 3	**10**	**10**	**10**	**30**
System Analyst Level 2	**10**	**10**	**10**	**30**
System Analyst Level 3	**10**	**10**	**10**	**30**
Tester Level 2	**10**	**10**	**10**	**30**
Tester Level 3	**10**	**10**	**10**	**30**

Web Graphics Designer Level 2	**10**	**10**	**10**	**30**
Web Graphics Designer Level 3	**10**	**10**	**10**	**30**
Data Conversion Specialist Level 2	**10**	**10**	**10**	**30**
Data Conversion Specialist Level 3	**10**	**10**	**10**	**30**
Business Analyst Level 2	**10**	**10**	**10**	**30**
Business Analyst Level 3	**10**	**10**	**10**	**30**
Business Architect Level 2	**10**	**10**	**10**	**30**
Business Architect Level 3	**10**	**10**	**10**	**30**
Business Process Re-engineering (BPR) Consultant Level 2	**10**	**10**	**10**	**30**
Business Process Re-engineering (BPR) Consultant Level 3	**10**	**10**	**10**	**30**
Business System Analyst Level 2	**10**	**10**	**10**	**30**
Business System Analyst Level 3	**10**	**10**	**10**	**30**
Business Transformation Architect Level 2	**10**	**10**	**10**	**30**
Business Transformation Architect Level 3	**10**	**10**	**10**	**30**
Courseware Developer Level 2	**10**	**10**	**10**	**30**
Courseware Developer Level 3	**10**	**10**	**10**	**30**
Help Desk Specialist Level 2	**10**	**10**	**10**	**30**
Help Desk Specialist Level 3	**10**	**10**	**10**	**30**
Change Management Consultant Level 2	**10**	**10**	**10**	**30**
Change Management Consultant Level 3	**10**	**10**	**10**	**30**
Enterprise Architect Level 2	**10**	**10**	**10**	**30**
Enterprise Architect Level 3	**10**	**10**	**10**	**30**
Project Coordinator Level 2	**10**	**10**	**10**	**30**
Project Coordinator Level 3	**10**	**10**	**10**	**30**
Project Manager Level 2	**10**	**10**	**10**	**30**
Project Manager Level 3	**10**	**10**	**10**	**30**
Quality Assurance Specialist / Analyst Level 2	**10**	**10**	**10**	**30**
Quality Assurance Specialist / Analyst Level 3	**10**	**10**	**10**	**30**
Risk Management Specialist Level 2	**10**	**10**	**10**	**30**
Risk Management Specialist Level 3	**10**	**10**	**10**	**30**
TOTAL	**440**	**440**	**440**	**1,320**

(iii) **STEP 3 - FINANCIAL SCORE**: Points allocated under STEP 2, for each period and each Resource Category, will be added together and rounded to two decimal places to produce the Financial Score.

(e) Substantiation of Professional Services Rates

In Canada's experience, bidders will from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. When evaluating the rates bid for professional services, Canada may, but will have no obligation to, require price support in accordance with this Article. If Canada requests price support, it will be requested from all otherwise responsive bidders who have proposed a rate that is at least 20% lower than the median rate bid by all responsive bidders for the relevant resource category or categories. If Canada requests price support, the following information is required:

(i) an invoice (referencing a contract serial number or other unique contract identifier) that shows that the Bidder has provided and invoiced a customer (with whom the Bidder deals at arm's length) for services performed for that customer similar to the services that would be provided in the relevant resource category, where those services were provided for at least three months within the twelve months before the bid solicitation closing date, and the fees charged were equal to or less than the rate offered to Canada;

(ii) in relation to the invoice in (i), evidence from the bidder's customer that the services identified in the invoice include at least 50% of the tasks listed in the Statement of Work for the category of resource being assessed for an unreasonably low rate. This evidence must consist of either a copy of the contract (which must describe the services to be provided and demonstrate that at least 50% of the tasks to be performed are the same as those to be performed under the Statement of Work in this bid solicitation) or the customer's signed certification that the services subject to the charges in the invoice included at least 50% of the same tasks to be performed under the Statement of Work in this bid solicitation;

(iii) in respect of each contract for which an invoice is submitted as substantiation, a résumé for the resource that provided the services under that contract that demonstrates that, in relation to the resource category for which the rates are being substantiated, the resource would meet the mandatory requirements and achieve any required pass mark for any rated criteria; and

(iv) the name, telephone number and, if available, e-mail address of a contact person at the customer who received each invoice submitted under (i), so that Canada may verify any information provided by the Bidder.

Once Canada requests substantiation of the rates bid for any resource category, it is the sole responsibility of the Bidder to submit information (as described above and as otherwise may be requested by Canada, including information that would allow Canada to verify information with the resource proposed) that will allow Canada to determine whether it can rely, with confidence, on the Bidder's ability to provide the required services at the rates bid. If Canada determines that the information provided by the Bidder does not adequately substantiate the unreasonably low rates, the bid will be declared non-responsive.

(f) Formulae in Pricing Tables

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

4.4 Basis of Selection

(a) Evaluation of Bid

Selection Process: The following selection process will be conducted:

(i) A bid must comply with the requirements of the bid solicitation, meet all mandatory evaluation criteria and obtain the required pass mark for the point rated criteria identified in this bid solicitation to be declared responsive.

(ii) The responsive bid that obtains the highest Total Bidder Score will be recommended for award of a contract. For any given Bidder, the greatest possible Total Technical Score is 60 while the greatest possible Total Financial Score is 40.

(A) Calculation of Total Technical Score: The Total Technical Score will be computed for each responsive bid by converting the Technical Score obtained for the point-rated technical criteria using the following formula, rounded to two decimal places:

<u>Technical Score</u> x 60 = Total Technical Score

Maximum Technical Points (50)

(B) Calculation of Total Financial Score: The Total Financial Score will be computed for each responsive bid by converting the Financial Score obtained for the financial evaluation using the following formula rounded to two decimal places:

$$\frac{\text{Financial Score}}{\textbf{Maximum Financial Points (1320)}} \times 40 = \text{Total Financial Score}$$

(C) Calculation of the Total Bidder Score: The Total Bidder Score will be computed for each responsive bid in accordance with the following formula:

Total Technical Score + Total Financial Score = Total Bidder Score

(iii) In the event of identical Total Bidder Scores occurring, then the bid with the highest Total Technical Score will become the top-ranked bidder.

(b) Contract Funding Allocation:

Where more than one contract is awarded, each contract will be issued with an amount of funding specified in the article titled “Limitation of Expenditure” calculated based on the following:

(i) where **three contracts** are awarded, the amount of the Limitation of Expenditure of each contract will be determined in accordance with the following:

(A) the Bidder with the highest Total Bidder Score will receive 45% of the funding initially allocated;

(B) the Bidder with the next highest Total Bidder Score will receive 30% of the funding initially allocated; and

(C) the Bidder with the next highest Total Bidder Score will receive 25% of the funding initially allocated.

PART 5 - CERTIFICATIONS

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

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

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.

5.1 Mandatory Certifications Required Precedent to Contract Award

(a) 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.

(b) 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.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the “FCP Limited Eligibility to Bid” list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

5.2 Former Public Servant

(a) Information Required

Contracts awarded to 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 before contract award.

(b) 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:

an individual;

an individual who has incorporated;

a partnership made of former public servants; or

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.

(c) 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:

name of former public servant;

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 web sites 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.

(d) Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? **Yes ( ) No ( )**

If so, the Bidder must provide the following information:

name of former public servant;

conditions of the lump sum payment incentive;

date of termination of employment;

amount of lump sum payment;

rate of pay on which lump sum payment is based;

period of lump sum payment including start date, end date and number of weeks;

number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment 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**.**

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirement

(a) Before award of a contract, the following conditions must be met:

(i) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;

(b) 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.

(c) For additional information on security requirements, Bidders should consult the "Security Requirements for PWGSC Bid Solicitations - Instructions to Bidders" document on the Departmental Standard Procurement Documents Website.

(d) In the case of a joint venture Bidder, each member of the joint venture must meet the security requirements.

6.2 Financial Capability

(a) SACC Manual clause A9033T (2012-07-16) Financial Capability applies, except that subsection 3 is deleted and replaced with the following: “If the Bidder is a subsidiary of another company, then any financial information required by the Contracting Authority in 1(a) to (f) must be provided by each level of parent company, up to and including the ultimate parent company. The financial information of a parent company does not satisfy the requirement for the provision of the financial information of the Bidder; however, if the Bidder is a subsidiary of a company and, in the normal course of business, the required financial information is not generated separately for the subsidiary, the financial information of the parent company must be provided. If Canada determines that the Bidder is not financially capable but the parent company is, or if Canada is unable to perform a separate assessment of the Bidder’s financial capability because its financial information has been combined with its parent’s, Canada may, in its sole discretion, award the contract to the Bidder on the condition that the parent company grant a performance guarantee to Canada.”

(b) In the case of a joint venture Bidder, each member of the joint venture must meet the financial capability requirements.

PART 7 - RESULTING CONTRACT CLAUSES

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

7.1 Requirement

(a) ______________________________ (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with, and at the prices set out in, the Contract. This includes providing professional services as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.

(b) **Client:** Under the Contract, the "**Client**" is Public Works and Government Services Canada (PWGSC).

(c) **Reorganization of Client**: The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.

(d) **Defined Terms**: Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

7.2 Task Authorization

(a) **As and When Requested Task Authorizations**: The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.

(b) **Allocation of Task Authorizations**: More than one contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:

(i) At the time this series of contracts was awarded, each contractor was allocated an amount of funding as specified in the Limitation of Expenditure in respect of Task Authorizations based on the evaluation process described in the bid solicitation that resulted in the award of this series of contracts.

(ii) Canada will use a rotational method to allocate the Task Authorizations, where the rotation is based on the amount of funding remaining under each of the respective contracts.

(iii) Canada will send the first draft Task Authorization to the contractor with the greatest value of funding under its contract. If more than one contractor has the same value, it will be assigned to the contractor ranked first as determined under the evaluation process in the bid solicitation that resulted in the award of this series of contracts.

(iv) The contractor sent a draft TA will have the time set out further below under the sub-paragraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.

(v) If the contractor to whom the draft TA is first sent either fails to respond on time or confirms in writing that it refuses to perform the task, the draft TA will then be forwarded to the contractor with the next-greatest balance remaining of allocated funding.

(vi) The process of sending out a draft TA to the contractor with the greatest balance remaining will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.

(vii) Once the Task Authorization is validly issued, for the purposes of calculations for the allocation of Task Authorizations, the value of that Task Authorization (and the value of any subsequent amendment to that TA) will be subtracted from the funding allocated to that contractor.

(viii) When the next requirement to perform a task is identified, it will be sent to the contractor with the greatest balance remaining of allocated funding. If more than one contractor has the greatest balance remaining of allocated funds (i.e., several contractors have equal amounts of allocated funding), the draft TA will be sent to the contractor among them that ranked highest under the bid solicitation evaluation process. If any contract in this series of contracts is amended to add funding for Task Authorizations, all the remaining contracts (i.e., all contracts that have not previously been terminated) will be amended to add funding in amounts proportionate to the funding initially provided under each contract for Task Authorizations (e.g., if three contracts were awarded with $2M, $1M and $750,000 in funding for Task Authorizations respectively, and $200,000 is added to the first contract, then $100,000 will be added to the second contract and $75,000 will be added to the third.

(c) Assessment of Resources Proposed at TA Stage: Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A,B, C and D of Annex A.

(d) Form and Content of Task Authorization:

(i) The Technical Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Annex A.

(ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information, if applicable:

(A) the task number;

(B) The date by which the Contractor’s response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);

(C) the details of any financial coding to be used;

(D) the categories of resources and the number required;

(E) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);

(F) the start and completion dates;

(G) milestone dates for deliverables and payments (if applicable);

(H) the number of person-days of effort required;

(I) whether the work requires on-site activities and the location;

(J) the language profile of the resources required;

(K) the level of security clearance required of resources;

(L) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and

(M) any other constraints that might affect the completion of the task.

(e) **Contractor's Response to Draft Task Authorization**: The Contractor must provide the Technical Authority, within 3 working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.

(f) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**

To be validly issued, a TA must include the following signature(s):

(i) for any TA with a value less than or equal to **$300,000.00** (including Applicable Taxes), the TA must be signed by the Technical Authority; and

(ii) for any TA with a value greater than this amount, a TA must be signed by the Technical Authority and the Contracting Authority.

(iii) Any TA that does not bear the appropriate signature(s) is not validly issued by Canada**.** Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's ability to issue TAs at any time, or reduce the dollar value threshold described in sub-article (A) above; any suspension or reduction notice is effective upon receipt.

(g) **Periodic Usage Reports**:

(i) The Contractor must compile and maintain records on its provision of services to the federal government under validly issued TAs issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If any required information is not available, the Contractor must indicate the reason. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The Contractor must submit the periodic usage reports on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.

(ii) The quarterly periods are defined as follows:

(A) April 1 to June 30;

(B) July 1 to September 30;

(C) October 1 to December 31; and

(D) January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 10 calendar days after the end of the reporting period.

(iii) Each report must contain the following information for each validly issued TA (as amended):

(A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;

(B) a title or a brief description of the task;

(C) the name, Resource category and level of each resource involved in performing the TA, as applicable;

(D) the total estimated cost specified in the TA (Applicable Taxes extra);

(E) the total amount (Applicable Taxes extra) expended to date;

(F) the start and completion date; and

(G) the active status, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).

(iv) Each report must also contain the following cumulative information for all the validly issued TAs (as amended):

(A) the amount (Applicable Taxes extra) specified in the contract (as last amended, if applicable) as Canada's total liability to the contractor for all validly issued TAs; and

(B) the total amount, Applicable Taxes extra, expended to date against all validly issued TA's.

(h) **Refusal of Task Authorizations:** The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. A valid response is one that is submitted within the required time period and meets all requirements of the TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the TA at pricing not exceeding the rates set out in Annex B. Each time the Contractor does not submit a valid response, the Contractor agrees Canada may at its option decrease the Minimum Contract Value in the clause titled "Minimum Work Guarantee" by 2%. This decrease will be evidenced for administrative purposes only through a contract amendment issued by the Contracting Authority (which does not require the agreement of the Contractor).

(i) **Consolidation of TAs for Administrative Purposes**: The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TAs for administrative purposes.

7.3 Minimum Work Guarantee

(a) In this clause,

(i) "**Maximum Contract Value**" means the amount specified in the "**Limitation of Expenditure**" clause set out in the Contract (excluding Applicable Taxes); and

(ii) "**Minimum Contract Value**" means 3% of the Maximum Contract Value on the date the contract is first issued.

(b) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.

(c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.

(d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract:

(i) for default;

(ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or

(iii) for convenience within 30 business days of Contract award.

7.4 Standard Clauses and Conditions

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

(a) General Conditions:

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

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.

5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:

(a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Revenue Guarantee, or due to the Contractor as of the date of termination, or

(b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.

6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

(b) Supplemental General Conditions:

The following Supplemental General Conditions:

(i) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

apply to and form part of the Contract.

7.5 Security Requirement

The following Security Requirement (SRCL and related clausing), as set out under Annex “A” to Part B to the Supply Arrangement, applies to the Contract.

PWSGS’ Common PS SRCL #6 Security Clauses:

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

(a) The Contractor must, at all times during the performance of the Contract, hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).

(b) The Contractor personnel requiring access to PROTECTED information, assets or sensitive work site(s) must EACH hold a valid RELIABILITY STATUS, granted or approved by CISD/PWGSC.

(c) The Contractor MUST NOT remove any PROTECTED information or assets from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.

(d) Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.

(e) The Contractor must comply with the provisions of the:

(i) Security Requirements Check List, attached at Annex C;

(ii) Industrial Security Manual (Latest Edition).

7.6 Contract Period:

(a) The “**Contract Period**” is the entire period of time during which the Contractor is obliged to perform the Work, which includes:

(i) The “**Initial Contract Period**”, which begins on the date the Contract is awarded and ends one (1) year later; and

(ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.

(b) Option to Extend the Contract:

(i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one-year period(s) under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.

(ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

7.7 Authorities

(a) Contracting Authority

The Contracting Authority for the Contract is:

Name: Josée Bastien
Title: Supply Specialist
Public Works and Government Services Canada
Acquisitions Branch
Directorate: Informatics and Telecommunications Systems Procurement Directorate
Address: 11 Laurier St., Gatineau, Québec
Telephone: (819) 956-6770
E-mail address: Josee.Bastien@TPSGC-PWGSC.gc.ca

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

(b) Technical Authority

The Technical Authority for the Contract is:

Name: ______________________
Title: ______________________
Organization: ______________________
Address: ______________________
Telephone: ______________________

Facsimile: ______________________
E-mail address: ______________________

The Technical 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 Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

(c) Contractor's Representative

Note to Bidders: *The Contractor's Representative, Contracting Authority, Technical Authority and contact information will be identified at the time of contract award.*

7.8 Payment

(a) Basis of Payment

(i) **Professional Services provided under a Task Authorization with a Maximum Price**: For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.

Estimated Cost: $_______________

(ii) **Competitive Award**: The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.

(iii) **Professional Services Rates**: In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the general conditions, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.

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

(b) **Limitation of Expenditure** Canada's total liability to the Contractor under the Contract must not exceed the amount set out on page one of the Contract, less any Applicable Taxes. With respect to the amount set out on page one of the Contract, Customs duties are included and Goods and Services Tax or Harmonized Sales Tax is included, if applicable. Any commitments to purchase specific amounts or values of goods or services are described elsewhere in the Contract.

(i) No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceed before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum when:

(A) it is 75 percent committed, or

(B) 4 months before the Contract expiry date, or

(C) as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,

whichever comes first.

(ii) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.

(c) **Method of Payment for Task Authorizations with a Maximum Price**: For each Task Authorization validly issued under the Contract that contains a maximum price:

(i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.

(ii) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the Work described in the TA, all of which is required to be performed for the maximum TA price. If the Work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA price, Canada is only required to pay for the time spent performing the work related to that TA.

(d) **Time Verification**

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

(e) **Payment Credits**

(i) **Failure to Provide Resource:**

(A) If the Contractor does not provide a required professional services resource that has all the required qualifications within the time prescribed by the Contract, the Contractor must credit to Canada an amount equal to the per diem rate (based on a 7.5-hour workday) of the required resource for each day (or partial day) of delay in providing the resource, up to a maximum of 10 days.

(B) **Corrective Measures**: If credits are payable under this Article for two consecutive months or for three months in any twelve-month period, the Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority and 20 working days to rectify the underlying problem.

(C) **Termination for Failure to Meet Availability Level**: In addition to any other rights it has under the Contract, Canada may terminate the Contract for default by giving the Contractor three months' written notice of its intent, if :

(1) the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or

(2) the corrective measures required of the Contractor described above are not met.

(3) This termination will be effective when the *three month* notice period expires, unless Canada determines that the Contractor has implemented the corrective measures to Canada's satisfaction during those *three* months.

(ii) **Credits Apply during Entire Contract Period:** The Parties agree that the credits apply throughout the Contract Period.

(iii) **Credits represent Liquidated Damages:** The Parties agree that the credits are liquidated damages and represent their best pre-estimate of the loss to Canada in the event of the applicable failure. No credit is intended to be, nor will it be construed as, a penalty.

(iv) **Canada's Right to Obtain Payment:** The Parties agree that these credits are a liquidated debt. To collect the credits, Canada has the right to hold back, draw back, deduct or set off from and against any money Canada owes to the Contractor from time to time.

(v) **Canada's Rights & Remedies not Limited:** The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the Contract (including the right to terminate the Contract for default) or under the law generally.

(vi) **Audit Rights:** The Contractor's calculation of credits under the Contract is subject to verification by government audit, at the Contracting Authority's discretion, before or after payment is made to the Contractor. The Contractor must cooperate fully with Canada during the conduct of any audit by providing Canada with access to any records and systems that Canada considers necessary to ensure that all credits have been accurately credited to Canada in the Contractor's invoices. If an audit demonstrates that past invoices contained errors in the calculation of the credits, the Contractor must pay to Canada the amount the audit reveals was required to be credited to Canada, plus interest, from the date Canada remitted the excess payment until the date of the refund (the interest rate is the Bank of Canada's discount annual rate of interest in effect on the date the credit was first owed to Canada, plus 1.25% per year). If, as a result of conducting an audit, Canada determines that the Contractor's records or systems for identifying, calculating or recording the credits are inadequate, the Contractor must implement any additional measures required by the Contracting Authority.

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

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

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

7.9 Invoicing Instructions

(a) The Contractor must submit invoices in accordance with the information required in the General Conditions.

(b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.

(c) By submitting invoices the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.

(d) The Contractor must provide the original invoice to the Technical Authority, and a copy to the Contracting Authority.

7.10 Certifications

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

7.11 Federal Contractors Program for Employment Equity - Default by Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and HRSDC-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list. The imposition of such a sanction by HRSDC will constitute the Contractor in default as per the terms of the Contract.

7.12 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.*)

7.13 Priority of Documents

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

(a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;

(b) Supplemental General Conditions, in the following order:

  (i) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

(c) General Conditions 2035 (2013-06-27);

(d) Annex A, Statement of Work - Annex A including its Appendices as follows;

  (i) Appendix A to Annex A - Tasking Assessment Procedure;

  (ii) Appendix B to Annex A - Task Authorization (TA) Form;

  (iii) Appendix C to Annex A - Resource Assessment Criteria and Response Table;

  (iv) Appendix D to Annex A - Certifications at the TA stage;

(e) Annex B, Basis of Payment;

(f) Annex C, Security Requirements Check List;

(g) the signed Task Authorizations including any required Certifications;

(h) Supply Arrangement Number EN578-055605/xxx/EI (the “Supply Arrangement”); and

(i) the Contractor's bid dated ______ (*insert date of bid*), as amended _______ (*insert date(s) of amendment(s) if applicable*.

7.14 Foreign Nationals (Canadian Contractor)

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

Note to Bidders: *Either this clause or the one that follows, whichever applies (based on whether the successful bidder is a Canadian Contractor or Foreign Contractor), will be included in any resulting contract.*

7.15 Foreign Nationals (Foreign Contractor)

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

7.16 Insurance Requirements

(a) Compliance with Insurance Requirements

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

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

(iii) The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor 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 the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

(b) Commercial General Liability Insurance

(i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than $2,000,000 per accident or occurrence and in the annual aggregate.

(ii) The Commercial General Liability policy must include the following:

(A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.

(B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.

(C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the

Contractor and/or arising out of operations that have been completed by the Contractor.

(D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.

(E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.

(F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.

(G) Employees and, if applicable, Volunteers must be included as Additional Insured.

(H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program).

(I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.

(J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.

(K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.

(L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.

(M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

(c) Errors and Omissions Liability Insurance

(i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than $1,000,000 per loss and in the annual aggregate, inclusive of defence costs.

(ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.

(iii) The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

7.17 Limitation of Liability - Information Management/Information Technology

(a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.

(b) **First Party Liability**:

(i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:

(A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";

(B) physical injury, including death.

(ii) The Contractor is liable for all direct damages affecting real or tangible personal property owned, possessed, or occupied by Canada.

(iii) Each of the Parties is liable for all direct damages resulting from any breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of any unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.

(iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.

(v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor in any way relating to the Contract, including:

(A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and

(B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or $1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or $1,000,000.00, whichever is more.

(vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

(c) **Third Party Claims**:

(i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.

(ii) If Canada is required, as a result of joint and several liability, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.

(iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

7.18 Joint Venture Contractor

(a) The Contractor confirms that the name of the joint venture is ____________ and that it is comprised of the following members: [*list all the joint venture members named in the Contractor's original bid*].

(b) With respect to the relationship among the members of the joint venture Contractor, each member agrees, represents and warrants (as applicable) that:

(i) ______________ has been appointed as the “representative member” of the joint venture Contractor and has fully authority to act as agent for each member regarding all matters relating to the Contract;

(ii) by giving notice to the representative member, Canada will be considered to have given notice to all the members of the joint venture Contractor; and

(iii) all payments made by Canada to the representative member will act as a release by all the members.

(c) All the members agree that Canada may terminate the Contract in its discretion if there is a dispute among the members that, in Canada’s opinion, affects the performance of the Work in any way.

(d) All the members are jointly and severally or solidarily liable for the performance of the entire Contract.

(e) The Contractor acknowledges that any change in the membership of the joint venture (i.e., a change in the number of members or the substitution of another legal entity for an existing member) constitutes an assignment and is subject to the assignment provisions of the General Conditions.

(f) The Contractor acknowledges that all security and controlled goods requirements in the Contract, if any, apply to each member of the joint venture Contractor.

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

7.19 Professional Services - General

(a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.

(b) If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.

(c) In General Conditions 2035, the Section titled "Replacement of Specific Individuals" is deleted and the following applies instead:

Replacement of Specific Individuals

(i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:

(A) the name, qualifications and experience of a proposed replacement immediately available for Work; and

(B) security information on the proposed replacement as specified by Canada, if applicable.

The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.

(ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:

(A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract for default under Section titled "Default of the Contractor", or

(B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that meet or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this subarticle (c).

Where an Excusable Delay applies, Canada may require (c) (ii) (B) above instead of terminating under the "Excusable Delay" Section. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

(iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that a resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order that a resource stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.

(iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

7.20 Safeguarding Electronic Media

(a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.

(b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense

7.21 Representations and Warranties

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

7.22 Access to Canada's Property and Facilities

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

7.23 Transition Services at End of Contract Period

The Contractor agrees that, in the period leading up to the end of the Contract Period and for up to three months afterwards, it will make all reasonable efforts to assist Canada in the transition from the Contract to a new contract with another supplier. The Contractor agrees that there will be no charge for these services.

7.24 Identification Protocol Responsibilities

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

(a) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify if an individual is not a permanent employee of the Contractor prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not a Contractor permanent employee;

(b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and

(c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.

(d) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.

(e) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

ANNEX A

STATEMENT OF WORK

1. BACKGROUND

The Shared Services Integration Sector (SSI), part of the Integrated Services Branch of PWGSC is the Centre of Expertise, development and support to government clusters – representing over 100 departments and agencies – in the implementation of HR, Financial and Materials Management systems for common application across government, such as PeopleSoft v9.1, SAP and GCDOCS. The Sector also provides strategic and operational human resources services in areas such as resourcing, compensation, classification, workforce adjustment, performance management and labour relations.

SSI supports the following clusters:

- IFMS - Integrated Financial and Materiel System: SAP system which is the ERP standard for the Government of Canada. The current version supported is SAP version EEC.
- FB - FreeBalance System: financial legacy system for SDAs
- GC HRMS - Government of Canada Human Resources Management System: PeopleSoft system which is the ERP standard for the Government of Canada
- HRIS - Human Resources Information System: Current legacy system for SDAs, will be moving to the first instance of the GC HR Standard version 9.1 Configuration
- AMMIS - Automated Materiel Management Information System: a materiel management information system.
- GCDOCS is the evolution of Records Documents and Information Management System (RDIMS) - an Electronic Document and Records Management Solution (EDRMS). Roll out has already begun and is anticipated to finish by the fourth quarter of 2014-2015.

The SSI also has new innovative service offerings under development:

- Shared Case Management System - A key new initiative that will enable an organization or person to manage, track and control activities, tasks and workflow processes. It is expected to be rolled out by the second quarter of 2014-2015;
- Shared Financial System and Services (SAP)- Enhanced administrative system for Small Departments and Agencies; anticipated to be rolled out by fall 2014-2015; and
- Human Resources Information System Replacement (PeopleSoft) -A single instance HR system solution ready for on-boarding 32 Small Departments and Agencies. This solution will be based on the GC HR Standard version 9.1 and the Common HR Business Process standard; anticipated to be rolled out by the fourth quarter of 2014-2015.

2. REQUIREMENT

The Contractor must provide functional and technical personnel in support of ERP software managed by the Shared Services Integration sector on an "as and when requested" basis as initiated through Task Authorizations. Task Authorizations may be issued for any of the following TBIPS resource categories in any of the following specialities to be identified at the time of TA:

2.1 SAP;
2.2 Oracle's PeopleSoft;
2.3 FreeBalance;
2.4 GCDOCS; or
2.5 Case Management.

RESOURCE CATEGORY	LEVEL OF EXPERTISE
Application/Software Architect	Level 2 & 3

ERP Functional Analyst	Level 2 & 3
ERP System Analyst	Level 2 & 3
ERP Technical Analyst	Level 2 & 3
Programmer/Analyst	Level 2 & 3
System Analyst	Level 2 & 3
Tester	Level 2 & 3
Web Graphics Designer	Level 2 & 3
Data Conversion Specialist	Level 2 & 3
Business Analyst	Level 2 & 3
Business Architect	Level 2 & 3
Business Process Re-engineering (BPR) Consultant	Level 2 & 3
Business System Analyst	Level 2 & 3
Business Transformation Architect	Level 2 & 3
Courseware Developer	Level 2 & 3
Help Desk Specialist	Level 2 & 3
Change Management Consultant	Level 2 & 3
Enterprise Architect	Level 2 & 3
Project Coordinator	Level 2 & 3
Project Manager	Level 2 & 3
Quality Assurance Specialist/Analyst	Level 2 & 3
Risk Management Specialist	Level 2 & 3

3. RESOURCES TASKS

3.1 APPLICATION/SOFTWARE ARCHITECT

The Application/Software Architect will be responsible for, but not limited to, the following tasks:

3.1.1 Develop technical architectures, frameworks and strategies, for an application area, to meet the business and application requirements;
3.1.2 Analyze functional requirements to identify information, procedures and decision flows. Analyze and evaluate alternative software solutions to meet business problems;
3.1.3 Ensure the integration of all aspects of software solutions;
3.1.4 Create an application component roadmap - roadmap to align business vision and functional coverage to IT vision; and
3.1.5 Create a robust application architecture framework.

3.2 ERP FUNCTIONAL ANALYST

The ERP Functional Analyst will be responsible for, but not limited to, the following tasks:

3.2.1 Research, analyze and document user requirements, map interdependencies, and produce the required functional specifications and/or process re-engineering recommendations;
3.2.2 Perform and document fit/gaps;
3.2.3 Model/map administrative process and data requirements;
3.2.4 Review Functional/Transaction Design Documents;
3.2.5 Help to resolve various implementation issues;
3.2.6 Create test scenarios and scripts according to business requirements; and
3.2.7 Participate in testing, monitoring and reconciliation work related to data quality, data integrity and reports.

3.3 ERP SYSTEM ANALYST

The ERP System Analyst will be responsible for, but not limited to, the following tasks:

3.3.1 Develop requirements, feasibility, cost, design, and specification documents for ERP systems;
3.3.2 Implement ERP systems to support projects, departments, organizations or businesses;
3.3.3 Translate ERP business requirements into systems design and specifications;
3.3.4 Analyze and recommend alternatives and options for solutions;
3.3.5 Develop technical specifications for ERP systems development, design and implementation;
3.3.6 Research, analyze and document user requirements, map interdependencies, and produce the required functional specifications and/or process re-engineering recommendations;
3.3.7 Provide functional and technical expertise on applications; and
3.3.8 Review Functional and Technical Design Documents to ensure that there is alignment across the application(s).

3.4 ERP TECHNICAL ANALYST

The ERP Technical Analyst will be responsible for, but not limited to, the following tasks:

3.4.1 Plan and provide advice to management regarding system landscape architectures including upgrade strategies;
3.4.2 Translate functional and business requirements into technical requirements;
3.4.3 Develop and/or manage technical aspects of application software, user interfaces, and third-party components;
3.4.4 Conduct, assist with, and/or manage unit and system tests;
3.4.5 Establish technical standards for the technical framework;
3.4.6 Analyze and coordinate data file conversions;
3.4.7 Complete mapping, interfaces, mock conversion work, enhancements, actual conversion, and verify completeness and accuracy of converted data; and
3.4.8 Import files from heterogeneous platforms.

3.5 PROGRAMMER/ANALYST

The Programmer/Analyst will be responsible for, but not limited to, the following tasks:

3.5.1 Analysis of functional requirements leading to the execution of the design, development and implementation of changes to the application;
3.5.2 Responsible for developing and maintaining configuration and programs based on approved requirements working both independently and within a team;
3.5.3 Deliver technical specifications documents using the functional specifications provided by the functional and integration teams;
3.5.4 Create and modify configuration and code for software as per technical specifications;
3.5.5 Produce reports, manuals, programs, data files, and procedures for applications;
3.5.6 Analyze Code and objects to determine functional fit; and
3.5.7 Execute tasks related to the implementation of application and database design and fixes, coding and technical documentation.

3.6 SYSTEM ANALYST

The System Analyst will be responsible for, but not limited to, the following tasks:

3.6.1 Develop requirements, feasibility, cost, design, and specification documents for systems;
3.6.2 Implement systems to support projects, departments, organizations or businesses;
3.6.3 Translate business requirements into systems design and specifications;
3.6.4 Analyze and recommend alternatives and options for solutions; and
3.6.5 Develop technical specifications for systems development, design and implementation.

3.7 TESTER

The Tester will be responsible for, but not limited to, the following tasks:

3.7.1 Develop the Test strategy; test planning and coordination;
3.7.2 Manage and monitor test plans for all levels of testing;
3.7.3 Develop test scenarios and test scripts;
3.7.4 Establish and maintain test procedures and script libraries; and
3.7.5 Establish a validation and verification capability which assumes functional and performance compliance.

3.8 WEB GRAPHICS DESIGNER

The Web Graphics Designer will be responsible for, but not limited to, the following tasks:

3.8.1 Create web pages including graphics and general web site design;
3.8.2 Develop flowcharts (web site flow maps) depicting navigation and basic content;
3.8.3 Develop content diagrams showing the interactive connection between web pages; and
3.8.4 Develop interactive prototypes showing basic form and functionality for both usability testing and presentations.

3.9 DATA CONVERSION SPECIALIST

The Data Conversion Specialist will be responsible for, but not limited to, the following tasks:

3.9.1 Oversee all facets of the conversion process;
3.9.2 Complete mapping, interfaces, mock conversion work, enhancements, actual conversion, and verify completeness and accuracy of converted data;
3.9.3 Analyze and coordinate data file conversions; and
3.9.4 Import files from heterogeneous platforms.

3.10 BUSINESS ANALYST

The Business Analyst will be responsible for, but not limited to, the following tasks:

3.10.1 Determine operational objectives by studying business functions; gathering information; evaluating output requirements and formats;
3.10.2 Perform business analyses of requirements to identify information, procedures, and decision flows;
3.10.3 Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems;
3.10.4 Develop data dictionary;
3.10.5 Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems;
3.10.6 Identify candidate business processes for re-design, prototype potential solutions, provide trade-off information and suggest a recommended course of action. Identify the modifications to the automated processes; and
3.10.7 Establish acceptance test criteria with client.

3.11 BUSINESS ARCHITECT

The Business Architect will be responsible for, but not limited to, the following tasks:

3.11.1 Develop policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization’s actual and planned capabilities in terms of computers, data, information, human resources, communication facilities, software and management responsibilities; and

3.11.2 Develop the specifications for where, how and why the various organizational components fit together as they do, and how they support the organization's mandate.

3.12 BUSINESS PROCESS RE-ENGINEERING CONSULTANT

The Business Process Re-engineering Consultant will be responsible for, but not limited to, the following tasks:

3.12.1 Develop a business architecture strategy for the business based on a situational awareness of various business scenarios and motivations;
3.12.2 Apply a structured business architecture approach and methodology for capturing the key views of the business in the context of the enterprise;
3.12.3 Create and maintain an ongoing model of roles, capabilities and business areas, the decomposition of those business areas into subunits, and the interplay between these areas in various business processes, materials, resources, systems and lifecycles;
3.12.4 Recognize structural issues within the organization, functional interdependencies and cross-silo redundancies;
3.12.5 Organize activities for building and maintaining software releases for their promotion to the production environment;
3.12.6 Define, enforce, and improve gatekeeping processes for releases; and
3.12.7 Manage interdependencies, track dependencies within and across products.

3.13 BUSINESS SYSTEM ANALYST

The Business System Analyst will be responsible for, but not limited to, the following tasks:

3.13.1 Responsible for functional facets of the software development life cycle (SDLC) including: process definition and reengineering, high and detailed-level requirements gathering, fit/gap analysis, functional design, testing, training, reporting, support, and continuous improvement of business applications;
3.13.2 Determine operational objectives by studying business functions; gathering information; evaluating output requirements and formats;
3.13.3 Identify candidate business processes for re-design, prototype potential solutions, provide trade-off information and suggest a recommended course of action. Identify the modifications to the automated processes; and
3.13.4 Review Functional and Technical Design Documents to ensure that there is alignment across the application(s).

3.14 BUSINESS TRANSFORMATION ARCHITECT

The Business Transformation Architect will be responsible for, but not limited to, the following tasks;

3.14.1 Analysis and development of architecture requirements design, process development, process mapping and training;
3.14.2 Responsible for leading other functional staff to define business strategy and processes in support of transformation and change management activities;
3.14.3 Participate in change impact analysis and change management activities; and
3.14.4 Participate in organizational realignment (job re-design organizational re-structuring).

3.15 COURSEWARE DEVELOPER

The Courseware Developer will be responsible for, but not limited to, the following tasks:

3.15.1 Perform needs assessment/analysis for training purposes;
3.15.2 Plan and monitor training projects;
3.15.3 Perform job, task, and/or content analysis;

3.15.4 Recommend instructional media and strategies;
3.15.5 Develop performance measurement standards;
3.15.6 Develop training materials;
3.15.7 Prepare end-users for implementation of courseware materials; and
3.15.8 Communicate effectively by visual, oral, and written form with individuals, small group, and in front of large audiences.

3.16 HELP DESK SPECIALIST

The Help Desk Specialist will be responsible for, but not limited to, the following tasks:

3.16.1 Perform a variety of applications problem analysis and monitoring tasks and respond appropriately to user requests and problems;
3.16.2 Perform initial problem analysis and triage problem to other appropriate staff when appropriate;
3.16.3 Maintain liaison with application users, functional and technical staff to communicate the status of problem resolution to users; log and track requests for assistance;
3.16.4 Develop, implement, and/or participate in the preparation of procedure manuals and documentation for help desk use; and
3.16.5 Develop, implement, and/or participate in the distribution of application related information to users to include information such as help desk procedures and handbooks.

3.17 CHANGE MANAGEMENT CONSULTANT

The Change Management Consultant will be responsible for, but not limited to, the following tasks:

3.17.1 Responsible for leading other functional staff to define business strategy and processes in support of transformation and change management activities;
3.17.2 Engage and enable the organization to implement solutions by providing practical and actionable tools and templates;
3.17.3 Participate in change impact analysis and change management activities;
3.17.4 Work with the target community to ensure alignment, correct skills and experience to enable the change; and
3.17.5 Provide onsite as well as remote coaching, mentoring and advisory services for the management of change and individuals as required.

3.18 ENTERPRISE ARCHITECT

The Enterprise Architect will be responsible for, but not limited to, the following tasks:

3.18.1 Evaluate the enterprise's business/Information and Communication Technology (ICT) architecture, determine its consistency and integration with the organization's business/ICT strategies, assess the degree of its alignment with Treasury Board CIO Business Transformation Enablement Program (BTEP) and Federated Architecture Program (FAP) and recommend changes to the business/ICT architecture to improve its alignment with these external factors;
3.18.2 Identify future business/ICT requirements against the current enterprise architecture, perform gaps analyses, develop Requirements for Technology Architectures (RTA), and prepare migration strategies;
3.18.3 Assess the feasibility of migrating from the current state to the target business architecture and enabling technologies and identify the risks associated with migrating to the target business architecture and technologies and make recommendations for risk mitigation;
3.18.4 Identify business and technology trends that create opportunities for business improvement, advise business and ICT Senior Executives on ICT trends and emerging technologies and the impact on the organization's and government ICT architectures and business strategies, model "What if" scenarios and recommend appropriate changes to the existing architecture and ICT infrastructure, and recommend alternative solutions, methodologies and strategies;

3.18.5 Produce an architectural evolution plan, recommend prioritization of architecture evolution initiatives, and develop and/or implement an architecture evolution plan;
3.18.6 Manage the development and implementation of an architectural improvement plan; and
3.18.7 Coach, mentor and train the organization to perform any of the above.

3.19 PROJECT COORDINATOR

The Project Coordinator will be responsible for, but not limited to, the following tasks:

3.19.1 Assist project management and data processing professionals, technical users and end users in project coordination and synchronization tasks;
3.19.2 Provide administrative and technical support of a clerical nature as required to a project team;
3.19.3 Maintain project documentation and application/system libraries;
3.19.4 Act as the first or single point of contact in a "hotline" situation by accepting incoming calls, logging calls, attempting to resolve simple problems and following established procedures for more difficult problems;
3.19.5 Track project change requests; and
3.19.6 Maintain and updates relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence.

3.20 PROJECT MANAGER

The Project Manager will be responsible for, but not limited to, the following tasks:

3.20.1 Manage several Project Managers, each responsible for an element of the project and its associated project team;
3.20.2 Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters;
3.20.3 Formulate statements of problems; establishes procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof;
3.20.4 Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;
3.20.5 Report progress of the project on an ongoing basis and at scheduled points in the life cycle;
3.20.6 Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools; and
3.20.7 Project sign-off.

3.21 QUALITY ASSURANCE SPECIALIST/ANALYST

The Quality Assurance Specialist/Analyst will be responsible for, but not limited to, the following tasks:

3.21.1 Lead development of test plans, test scripts and test data;
3.21.2 Participate in functional and technical design reviews, perform integration/functional and system testing, and verify test results;
3.21.3 Identify and document software defects;
3.21.4 Participate with other project resources to resolve defects; and
3.21.5 Perform regression testing of software applications.

3.22 RISK MANAGEMENT SPECIALIST

The Risk Management Specialist will be responsible for, but not limited to, the following tasks:

3.22.1 Conduct risk assessments;

3.22.2 Identify project risks and overall project risks;
3.22.3 Recommend alternative solutions, methodologies and strategies for risk mitigation and management;
3.22.4 Produce risk management plans;
3.22.5 Conduct risk assessments for troubled projects to quickly assess associated risks and recommend courses of action to minimize inherent risks;
3.22.6 Assist in prioritization and assignment of risks;
3.22.7 Assist in the development and/or implementation of Risk Management Plans;
3.22.8 Manage the implementation of Risk Management Plans to identify, analyze, plan, track and control project risks on a continuous basis throughout the project life cycle; and
3.22.9 Coach, mentor and train project teams in risk mitigation techniques.

4. WORK LOCATION

All work associated with the contracts will be performed in National Capital Region.

5. WORKING HOURS

Normal working hours will be from 07:00 to 17:00 EDT Monday through Friday where the Contractor resource will be expected to work 7.5 hours each day between those hours. A day is defined as 7.5 hours exclusive of meal breaks. Payment will be for days actually worked with no provision for annual leave, statutory holidays and sick leave. Time worked which is more or less than a day will be prorated to reflect actual time worked in accordance with the following formula:

$$\frac{\text{Hours worked X applicable firm per diem rate}}{\text{7.5 hours}}$$

ANNEX B

BASIS OF PAYMENT

The rate(s) quoted for any option period(s) must not be lower than the corresponding rate(s) quoted for the Initial Contract Period.

INITIAL CONTRACT PERIOD:

		Initial Contract Period (From date of contract award for a period of one year)
Resource Category	**Level of Expertise**	**Firm Per Diem Rate**
Application/Software Architect	Level 2	$
Application/Software Architect	Level 3	$
ERP Functional Analyst	Level 2	$
ERP Functional Analyst	Level 3	$
ERP System Analyst	Level 2	$
ERP System Analyst	Level 3	$
ERP Technical Analyst	Level 2	$
ERP Technical Analyst	Level 3	$
Programmer/Analyst	Level 2	$
Programmer/Analyst	Level 3	$
System Analyst	Level 2	$
System Analyst	Level 3	$
Tester	Level 2	$
Tester	Level 3	$
Web Graphics Designer	Level 2	$
Web Graphics Designer	Level 3	$
Data Conversion Specialist	Level 2	$
Data Conversion Specialist	Level 3	$
Business Analyst	Level 2	$
Business Analyst	Level 3	$
Business Architect	Level 2	$
Business Architect	Level 3	$
Business Process Re-Engineering (BPR) Consultant	Level 2	$
Business Process Re-Engineering (BPR) Consultant	Level 3	$
Business System Analyst	Level 2	$
Business System Analyst	Level 3	$
Business Transformation Architect	Level 2	$
Business Transformation Architect	Level 3	$
Courseware Developper	Level 2	$
Courseware Developper	Level 3	$

Help Desk Specialist	Level 2	$
Help Desk Specialist	Level 3	$
Change Management Consultant	Level 2	$
Change Management Consultant	Level 3	$
Enterprise Architect	Level 2	$
Enterprise Architect	Level 3	$
Project Coordinator	Level 2	$
Project Coordinator	Level 3	$
Project Manager	Level 2	$
Project Manager	Level 3	$
Quality Assurance Specialist/Analyst	Level 2	$
Quality Assurance Specialist/Analyst	Level 3	$
Risk Management Specialist	Level 2	$
Risk Management Specialist	Level 3	$

OPTION PERIODS:

		Option Period 1 (For a period of one year)
Resource Category	**Level of Expertise**	**Firm Per Diem Rate**
Application/Software Architect	Level 2	$
Application/Software Architect	Level 3	$
ERP Functional Analyst	Level 2	$
ERP Functional Analyst	Level 3	$
ERP System Analyst	Level 2	$
ERP System Analyst	Level 3	$
ERP Technical Analyst	Level 2	$
ERP Technical Analyst	Level 3	$
Programmer/Analyst	Level 2	$
Programmer/Analyst	Level 3	$
System Analyst	Level 2	$
System Analyst	Level 3	$
Tester	Level 2	$
Tester	Level 3	$
Web Graphics Designer	Level 2	$
Web Graphics Designer	Level 3	$
Data Conversion Specialist	Level 2	$
Data Conversion Specialist	Level 3	$
Business Analyst	Level 2	$
Business Analyst	Level 3	$
Business Architect	Level 2	$
Business Architect	Level 3	$
Business Process Re-Engineering (BPR) Consultant	Level 2	$

Business Process Re-Engineering (BPR) Consultant	Level 3	$
Business System Analyst	Level 2	$
Business System Analyst	Level 3	$
Business Transformation Architect	Level 2	$
Business Transformation Architect	Level 3	$
Courseware Developper	Level 2	$
Courseware Developper	Level 3	$
Help Desk Specialist	Level 2	$
Help Desk Specialist	Level 3	$
Change Management Consultant	Level 2	$
Change Management Consultant	Level 3	$
Enterprise Architect	Level 2	$
Enterprise Architect	Level 3	$
Project Coordinator	Level 2	$
Project Coordinator	Level 3	$
Project Manager	Level 2	$
Project Manager	Level 3	$
Quality Assurance Specialist/Analyst	Level 2	$
Quality Assurance Specialist/Analyst	Level 3	$
Risk Management Specialist	Level 2	$
Risk Management Specialist	Level 3	$

		Option Period 2 (For a period of one year)
Resource Category	**Level of Expertise**	**Firm Per Diem Rate**
Application/Software Architect	Level 2	$
Application/Software Architect	Level 3	$
ERP Functional Analyst	Level 2	$
ERP Functional Analyst	Level 3	$
ERP System Analyst	Level 2	$
ERP System Analyst	Level 3	$
ERP Technical Analyst	Level 2	$
ERP Technical Analyst	Level 3	$
Programmer/Analyst	Level 2	$
Programmer/Analyst	Level 3	$
System Analyst	Level 2	$
System Analyst	Level 3	$
Tester	Level 2	$
Tester	Level 3	$

Web Graphics Designer	Level 2	$
Web Graphics Designer	Level 3	$
Data Conversion Specialist	Level 2	$
Data Conversion Specialist	Level 3	$
Business Analyst	Level 2	$
Business Analyst	Level 3	$
Business Architect	Level 2	$
Business Architect	Level 3	$
Business Process Re-Engineering (BPR) Consultant	Level 2	$
Business Process Re-Engineering (BPR) Consultant	Level 3	$
Business System Analyst	Level 2	$
Business System Analyst	Level 3	$
Business Transformation Architect	Level 2	$
Business Transformation Architect	Level 3	$
Courseware Developper	Level 2	$
Courseware Developper	Level 3	$
Help Desk Specialist	Level 2	$
Help Desk Specialist	Level 3	$
Change Management Consultant	Level 2	$
Change Management Consultant	Level 3	$
Enterprise Architect	Level 2	$
Enterprise Architect	Level 3	$
Project Coordinator	Level 2	$
Project Coordinator	Level 3	$
Project Manager	Level 2	$
Project Manager	Level 3	$
Quality Assurance Specialist/Analyst	Level 2	$
Quality Assurance Specialist/Analyst	Level 3	$
Risk Management Specialist	Level 2	$
Risk Management Specialist	Level 3	$

ANNEX C
SECURITY REQUIREMENTS CHECK LIST

ATTACHMENT 1
BID EVALUATION CRITERIA

Technical proposals will be evaluated and scored in accordance with the following evaluation criteria (Mandatory and Rated Requirements). Substantiation of mandatory and point-rated requirements must not simply be a repetition of the criteria, but must explain and demonstrate how the Bidder meets the requirement. Where Canada determines that the substantiation of a mandatory requirement is not complete, the Bidder will be considered non-responsive. In the case of point-rated requirements, unless the Bidder demonstrates that the requirement is met, points will not be awarded.

1. CORPORATE QUALIFICATION REQUIREMENTS

1.1 MANDATORY REQUIREMENTS

Only experience for SAP and PeopleSoft Enterprise Resource Planning (ERP) services billable days and dollars experience, demonstrated to be associated to the Bidder itself, will count as experience (and does not include billings of any proposed subcontractor or any affiliate of the Bidder). However, a prequalified TBIPS SA joint venture Bidder may combine the experience of its members but the experience can only be counted once. In the case of work provided under a Contractual Joint venture (CJV), any of the representative members of the CJV can use the reference, provided that the experience is demonstrated to be directly associated to the representative member bidding on the requirement and provided that such experience can be confirmed by another member of the CJV.

Experience and Expertise of the Bidder		
Criteria	**Mandatory Requirement**	**Bidder's Response**
		Demonstrated experience (Bidders to insert data)
M.1	The Bidder must demonstrate ERP contract(s) totalling revenues of $25M in SAP and PeopleSoft in the past three years with a minimum $5M in PeopleSoft and minimum of $5M SAP. All revenues must be substantiated by the Bidder with the following information including the client contact/authority who can verify services delivered and validate the revenues stated. Customer Contact Information 1. Name of Organization: 2. Contact Name: 3. Email Address: 4. Phone Number: Contract Detail: 1. Project Title:	

	2. ERP System Type: SAP, PeopleSoft 3. Project Summary: (1 paragraph describing scope and key responsibilities) 4. Project Start Date: 5. Project End Date: 6. Total Project Value	
M.2	The Bidder must demonstrate that the proposed ERP contract(s) experience in M1, included supplying all of the following categories: 1. ERP Functional Analyst 2. Programmer/Analyst 3. ERP Technical Analyst 4. Business Transformation Architect 5. Project Manager One CV per resource category must be sumitted. All resources must have performed, for each resource category, the minimum number of Roles and Responsibilities defined at Annex 1 to Attachment 1.	

ANNEX 1 TO ATTACHMENT 1

ROLES AND RESPONSIBILITIES DEFINITIONS

1. ERP FUNCTIONAL ANALYST

For the purposes of this evaluation, the roles and responsibilities of a **ERP Functional Analyst** are defined as followed and must be demonstrated conducting a minimum of 7 out of 15 of the following tasks and activities:

1.1 Research, analyze and document user requirements, map interdependencies, and produce the required functional specifications and/or process re-engineering recommendations;
1.2 Provide functional and technical expertise/advice on modules and available functionality;
1.3 Interview departmental stakeholders and key managers to develop common priorities, as well as, existing or upcoming future requirements;
1.4 Conduct working groups to facilitate requirements gathering;
1.5 Attend business requirement gathering and gap analysis meetings;
1.6 Document and perform fit/gap to system;
1.7 Model/map administrative process and data requirements;
1.8 Analyze code and objects to determine functional fit;
1.9 Assist developers in the understanding of design specifications;
1.10 Review Functional/Transaction Design Documents;
1.11 Help to resolve various implementation issues;
1.12 Create test scenarios and scripts according to business requirements;
1.13 Validation test cases and support system testing;
1.14 Create a test bed of data for the testing environments;
1.15 Participate in testing, monitoring and reconciliation work related to data quality, data integrity and reports.

2. ERP TECHNICAL ANALYST

For the purposes of this evaluation, the roles and responsibilities of an **ERP Technical Analyst** are defined as followed and must be demonstrated conducting a minimum of 6 out of 12 of the following tasks and activities:

2.1 Plan and provide advice to management regarding system landscape architectures including upgrade strategies;
2.2 Recommend an architectural design for a shared instance and supervise its implementation;
2.3 Develop or assist with business and functional requirements, project scope, estimates of effort and duration;
2.4 Translate functional and business requirements into technical requirements;
2.5 Develop and/or manage technical aspects of application software, user interfaces, and third-party components;
2.6 Conduct, assist with, and/or manage unit and system tests;
2.7 Establish technical standards for the technical framework;
2.8 Help to resolve various implementation issues and recommend solutions;
2.9 Take part in testing, monitoring and reconciliation work related to the solution, to reports, data quality and data integrity;
2.10 Analyze and coordinate data file conversions;
2.11 Complete mapping, interfaces, mock conversion work, enhancements, actual conversion, and verify completeness and accuracy of converted data;
2.12 Oversee all facets of the conversion process and provide conversion support;
2.13 Import files from heterogeneous platforms.

3. PROGRAMMER/ANALYST

For the purposes of this evaluation, the roles and responsibilities of a **Programmer/Analyst** are defined as followed and must be demonstrated conducting a minimum of 6 out of 12 of the following tasks and activities:

3.1 Analyses of functional requirements leading to the execution of the design, development and implementation of changes to the application;
3.2 Responsible for developing and maintaining configuration and programs based on approved requirements working both independently and within a team;
3.3 Participate in application support activities, including interaction with end users, troubleshooting and correcting issues, and reporting to management;
3.4 Deliver technical specifications documents using the functional specifications provided by the functional and integration teams;
3.5 Create and modify configuration and code for software as per technical specifications;
3.6 Create and modify approved screens/pages and reports;
3.7 Develop, test and implement program and configuration changes;
3.8 Produce reports, manuals, programs, data files, and procedures for applications;
3.9 Provide expertise/advice on modules and available application functionality;
3.10 Analyze Code and objects to determine functional fit;
3.11 Participate in the review of all customization requests and their associated costs;
3.12 Execute tasks related to the implementation of application and database design and fixes, coding and technical documentation.

4. BUSINESS TRANSFORMATION ARCHITECT

For the purposes of this evaluation, the roles and responsibilities of a **Business Transformation Architect** are defined as followed and must be demonstrated conducting a minimum of 5 out of 10 of the following tasks and activities:

4.1 Transform the enterprise and prioritize options against clear decision-making criteria;
4.2 Provide strong knowledge of good business practices combined with a sound understanding of architectural and technical issues;
4.3 Articulate service visions, able to align Information Technologies with Enterprise Strategy;
4.4 Shares common solutions and best practices;
4.5 Advise and coordinate business and technology transformation initiatives;
4.6 Bridge the gaps between business and IT to help the enterprise document its operational business design based on sound principles and standards;
4.7 Design the total solution delivery environment;
4.8 Organize and lead complex projects across multiple processes and business lines;
4.9 Lead cross organizational information gathering sessions;
4.10 Architect solutions using business architecture components, process change, or organizational change.

5. PROJECT MANAGER

For the purposes of this evaluation, the roles and responsibilities of a **Project Manager** are defined as followed and must be demonstrated conducting a minimum of 8 out of 16 of the following tasks and activities:

5.1 Responsible for accomplishing the stated project objectives;
5.2 Create clear and attainable project objectives, building the project requirements, and managing the constraints of the project management triangle, which are cost, time, scope, and quality;
5.3 Identify resources needs and works with program managers to assign individual responsibilities;
5.4 Create and execute project work plans and timelines and revises as appropriate to meet changing needs and requirements;

5.5 Manage day-to-day operational aspects of a project and scope;
5.6 Lead project scoping activities;
5.7 Effectively communicates relevant project information to team and stakeholders;
5.8 Route work between all responsible resource teams in all stages of the system like cycle;
5.9 Communicates project changes and updates to appropriate team members;
5.10 Facilitate team and stakeholder meetings to review work;
5.11 Prepare regular status reports and distributes as necessary;
5.12 Review deliverables prepared by team before presenting to stakeholders;
5.13 Ensure documents are complete, current, and stored appropriately;
5.14 Resolve and /or escalate issues in a timely fashion;
5.15 Manage both internal and external approvals;
5.16 Monitor scope creep and re-scopes projects if necessary.

1.2 POINT RATED REQUIREMENT

Experience and Expertise of the Bidder

			BIDDER'S RESPONSE
#	RATED CRITERIA	POINTS MAX	DEMONSTRATED EXPERIENCE
R.1	The Bidder should demonstrate experience in providing informatics professional services in working with SAP ERP systems within the last five years for a Government department (federal or provincial or municipal) with over 1,000 employees.	10	The Bidder will be awarded points for the sum of Total Value demonstrated as follows: $1M to <$2M = 2 points $2M to <$4M = 4 points $4M to <$6M = 6 points $6M to <$8M = 8 points >$8M = 10 points
R.2	The Bidder should demonstrate experience in providing informatics professional services in working with PeopleSoft ERP systems within the last five years for a Government department (federal or provincial or municipal) with over 1,000 employees.	10	The Bidder will be awarded points for the sum of Total Value demonstrated as follows: $600K to <$l.2M = 2 points $1.2M to <$1.8M = 4 points $1.8M to <$2.4M = 6 points $2.4M to <$3M = 8 points >$3M = 10 points
R.3	The Bidder should demonstrate experience in providing ERP informatics professional services to the Government of Canada with SAP ECC 6 or higher.	10	The Bidder will be awarded points for the sum of Total Value demonstrated as follows: $600K to <$1.2M = 2 points $1.2M to <$1.8M = 4 points $1.8M to <$2.4M = 6 points $2.4M to <$3M = 8 points >$3M = 10 points
R.4	The Bidder should demonstrate experience in providing ERP informatics professional services to the Government of Canada with PeopleSoft 8.9 or higher.	10	The Bidder will be awarded points for the sum of Total Value demonstrated as follows: $600K to <$1.2M = 2 points $1.2M to <$l.BM = 4 points $l.BM to <$2.4M = 6 points $2.4M to <$3M = B points >$3M = 10 points
R.5	The Bidder should demonstrate its experience in managing an end-to-end SAP or PeopleSoft ERP project within the last five years for a Government / Department with over 1,000 employees. In order to qualify the Bidder must demonstrate that it was responsible for the overall management for the complete project lifecycle.	10	The Bidder will be awarded two (2) points for each project to a maximum of five projects.

Experience and Expertise of the Bidder

			BIDDER'S RESPONSE
#	RATED CRITERIA	POINTS MAX	DEMONSTRATED EXPERIENCE
	Each demonstrated project must include the following information: <u>Customer Contact Information</u> Name of Organization: Contact Name: Email Address: Phone Number: <u>Contract Detail</u> Project Title: Project Summary: (Scope, Requirements, System Overview) ERP System Type: SAP, PeopleSoft Project Start Date: Project End Date: Responsibilities fullilled by Key Resource: <u>Summary of Key Resource Responsibilities</u> Note: Each reference project must demonstrate all phases: 1) Project Planning 2) Analysis 3) Design 4) Implementation 5) Integration, Testing and Data Conversion 6) Deployment, Acceptance and Documentation		

MAX. AVAILABLE POINTS	**50**	
MIN. POINTS REQUIRED	**35**	

Note: Proposals that do not meet the above minimum pass mark of 35 points, will be found non-responsive.

ATTACHMENT 2

BIDDER FORM

BID SUBMISSION FORM		
Bidder's full legal name **[*Note to Bidders: Bidders who are part of a corporate group should take care to identify the correct corporation as the Bidder*.]**		
Authorized Representative of Bidder for evaluation purposes (e.g., clarifications)	Name	
	Title	
	Address	
	Telephone #	
	Fax #	
	Email	
Bidder's Procurement Business Number (PBN) [*see the Standard Instructions 2003*] **[*Note to Bidders: Please ensure that the PBN you provide matches the legal name under which you have submitted your bid. If it does not, the Bidder will be determined based on the legal name provided, not based on the PBN, and the Bidder will be required to submit the PBN that matches the legal name of the Bidder*.]**		
Jurisdiction of Contract: Province in Canada the bidder wishes to be the legal jurisdiction applicable to any resulting contract (if other than as specified in solicitation)		
Former Public Servants See the Article in Part 5 of the bid solicitation entitled Former Public Servant Certification for a definition of "Former Public Servant".	Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation? Yes ____ No ____ If yes, provide the information required by the Article in Part 5 entitled "Former Public Servant Certification"	
	Is the Bidder a FPS who received a lump sum payment under the terms of a work force reduction program? Yes ____ No ____ If yes, provide the information required by the Article in Part 5 entitled "Former Public Servant Certification"	

Canadian Content Certification As described in the solicitation, bids with at least 80% Canadian content are being given a preference. [For the definition of Canadian goods and services, consult the PWGSC SACC clause A3050T]	On behalf of the bidder, by signing below, I confirm that [*check the box that applies*]:	
	At least 80 percent of the bid price consists of Canadian goods and services (as defined in the solicitation)	
	Less than 80 percent of the bid price consists of Canadian goods and services (as defined in the solicitation)	

Federal Contractors Program for Employment Equity (FCP EE) Certification: If the bidder is exempt, please indicate the basis for the exemption to the right. If the bidder does not fall within the exceptions enumerated to the right, the Program requirements do apply and the bidder is required either to: (a) submit to the Department of HRSD form LAB 1168, Certificate of Commitment to Implement Employment Equity, DULY SIGNED; or (b) submit a valid Certificate number confirming its adherence to the FCP-EE. Bidders are requested to include their FCP EE Certification or signed LAB 1168 with their bid; if this information is not provided in the bid, it must be provided upon request by the Contracting Authority during evaluation. For joint ventures, be sure to provide this information for each of the members of the joint venture.	On behalf of the bidder, by signing below, I also confirm that the bidder [*check the box that applies*]:	
	(a) is not subject to Federal Contractors Program for Employment Equity (FCP-EE), because it has a workforce of less than 100 permanent full or part-time employees in Canada;	
	(b) is not subject to FCP-EE, because it is a regulated employer under the *Employment Equity Act*;	
	(c) is subject to the requirements of FCP-EE, because it has a workforce of 100 or more permanent full or part-time employees in Canada, but has not previously obtained a certificate number from the Department of Human Resources and Skills Development (HRSD) (having not bid on requirements of $200,000 or more), in which case a duly signed certificate of commitment is attached; OR	
	(d) is subject to FCP-EE, and has a valid certification number as follows: _________________________ (and has not been declared an Ineligible Contractor by HRSD).	

Number of FTEs ***[Bidders are requested to indicate, the total number of full-time-equivalent positions that would be created and maintained by the bidder if it were awarded the Contract. This information is for information purposes only and will not be evaluated.]***	
Security Clearance Level of Bidder *[include both the level and the date it was granted]* ***[Note to Bidders: Please ensure that the security clearance matches the legal name of the Bidder. If it does not, the security clearance is not valid for the Bidder.]***	

On behalf of the Bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that:

1. The Bidder considers itself and its products able to meet all the mandatory requirements described in the bid solicitation;
2. This bid is valid for the period requested in the bid solicitation;
3. All the information provided in the bid is complete, true and accurate; and
4. If the Bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation.

Signature of Authorized Representative of Bidder	

APPENDIX A TO ANNEX A
TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled “Allocation of Task Authorizations”., Once a draft TA Form is received the Contractor must submit to the Technical Authority a quotation of rates to supply the requested Resource Categories based on the information identified in the TA Form. The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 48 hours turnaround time to submit a quotation.

2. For each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:

   (A) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).

   (B) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.

   (C) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, the certification must be current, valid and issued by the entity specified in this Contract or if the entity is not specified an accredited or otherwise recognized body, institution or entity.

   (D) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.

   (E) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.

   (F) A résumé must not simply indicate the title of the individual’s position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be considered “demonstrated” for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not consider a mandatory criteria met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. A mandatory criteria will not be considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). A mandatory criteria will not be considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.

4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contracting Authority may find the quotation to be non-responsive.

5. Only quotations that meet all of the mandatory criteria will be considered.

6. Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

APPENDIX B TO ANNEX A

TASK AUTHORIZATION (TA) FORM

Contractor		**Contract Number:**		
Commitment #		**Financial Coding:**		
Task Number (Amendment):		**Issue Date:**	**Response Required By:**	
1. Statement of Work (Work Activities, Certifications and Deliverables)				
See attached for Statement of Work and Certifications required.				
2. Period of Services:	**From (**DATE):		**To (**DATE):	
3. Work Location:				
4. Travel Requirements:				
5. Language Requirements:				
6. Other Conditions/Constraints:				
7. Level of Security Clearance required for the Contractor Personnel:				
8. Contractor's Response:				
Category and Name of Proposed Resource	**PWGSC Security File Number**	**Per Diem Rate**	**Estimated # of Days**	**Total Cost**
			Estimated Cost	
			APPLICABLE TAXES	
			Total Labour Cost	
			Total Travel & Living Cost	
			Firm Price or Maximum TA Price	
Contractor's Signature				
Name, Title and Signature of Individual Authorized to Sign on behalf of **Contractor** (type or print)		Signature: _______________________________ Date: __________________________________		
7. **Approval - Signing Authority**				

TASK AUTHORIZATION (TA) FORM

CONTRACTOR		**CONTRACT NUMBER:**	
COMMITMENT #		**FINANCIAL CODING:**	
TASK NUMBER (AMENDMENT):		**ISSUE DATE:**	**RESPONSE REQUIRED BY:**

Signatures (Client)	**Signatures (PWGSC)**
Name, Title and Signature of Individual Authorized to sign: Technical Authority: ______________________________ Date: ____________________________	Contracting Authority [1]: _______________________________ Date: ________________________________

[1] Signature required for projects valued at $300,000. or more, Applicable Taxes included.

You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.

APPENDIX C TO ANNEX A
RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that the assessor can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

PERSONNEL QUALIFICATION REQUIREMENTS

1. APPLICATION/SOFTWARE ARCHITECT

1.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as an **Application/Software Architect**

Level 3**:** Over 10 years of experience as an **Application/Software Architect**

For the purposes of this contract, the roles and responsibilities of an **Application/Software Architect** are defined as follows:

a) Develop technical architectures, frameworks and strategies, for an application area, to meet the business and application requirements;
b) Identify the policies and requirements that drive out a particular solution;
c) Analyze and evaluate alternative software solutions to meet business problems;
d) Ensure the integration of all aspects of software solutions;
e) Analyze functional requirements to identify information, procedures and decision flows;
f) Evaluate existing procedures and methods, identify and document database content, structure and application sub-systems, and develop data dictionary;
g) Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems;
h) Identify and document solution specific standards relating to programming/configuration, documentation and testing, etc.;
i) Review and suggest improvements on existing applications, making use of new functionality, technologies and methodologies;
j) Understand and represent the various disparate views of information, documenting actual or probable structural issues;
k) Create an application component roadmap - roadmap to align business vision and functional coverage to IT vision;
l) Create a robust application architecture framework.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 6 out of 12 of the above tasks and activities.

1.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as an **Application/Software Architect**.

Level 3:
1. Minimum of 10 years experience as an **Application/Software Architect**.; and
2. Minimum of 2 years experience in an operational environment.

1.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Implementation projects and upgrades;
b) Migration projects from legacy systems to target product;
c) Ensuring that new systems are built in a way that best ensures that functional requirements are met while also ensuring that service qualities (performance, scalability, extensibility etc) for now and for the future are achievable;
d) Reviewing and improving existing systems, making use of new technologies and methodologies;
e) Providing high level guidance and direction on project work, making sure that new projects fit in with an overall strategic vision;
f) Communication with both technical and business teams; strong design experience and technical knowledge; analytical and integrated thinking; conflict resolution;
g) Working with functional and technical teams to ensure continued effective integration of functionality;
h) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:
   i) Versions**,** upgrades and/or additions to licensed functionality may take place over the course of this contract;
   ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
   iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
   iv) Shared Case Management System (SCMS):MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
   v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
   vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

2. ERP FUNCTIONAL ANALYST

2.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **ERP Functional Analyst**

Level 3**:** Over 10 years of experience as a **ERP Functional Analyst**

For the purposes of this contract, the roles and responsibilities of a **ERP Functional Analyst** are defined as follows:

a) Research, analyze and document user requirements, map interdependencies, and produce the required functional specifications and/or process re-engineering recommendations;
b) Provide functional and technical expertise/advice on modules and available functionality;
c) Interview departmental stakeholders and key managers to develop common priorities, as well as, existing or upcoming future requirements;
d) Conduct working groups to facilitate requirements gathering;
e) Attend business requirement gathering and gap analysis meetings;
f) Document and perform fit/gap to system;
g) Model/map administrative process and data requirements;
h) Analyze code and objects to determine functional fit;
i) Assist developers in the understanding of design specifications;
j) Review Functional/Transaction Design Documents;
k) Help to resolve various implementation issues;
l) Create test scenarios and scripts according to business requirements;
m) Validation test cases and support system testing;
n) Create a test bed of data for the testing environments;
o) Participate in testing, monitoring and reconciliation work related to data quality, data integrity and reports.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 7 out of 15 of the above tasks and activities.

2.2 MANDATORY EXPERIENCE

<u>Level 2</u>: Minimum of 5 years experience as an **ERP Functional Analyst**
<u>Level 3</u>:

1. Minimum of 10 years experience as an **ERP Functional Analyst**
2. Minimum of 2 years experience in an operational environment.

2.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

<u>Level 2</u>: A minimum of 2 years experience within the last seven years.
<u>Level 3</u>: A minimum of 3 years experience within the last seven years.

Experience in:

a) Implementation and upgrade projects;
b) Migration projects from legacy systems to target product;
c) Assessing the functionality of products outside the currently used licensed footprint;
d) Preparing high level business requirement statements of future functions to be implemented;
e) Working on a variety of project areas (development, conversion, testing, training, etc.) to communicate requirements, assess proposed solutions, integrate plans and address a variety of implementation issues;
f) Participating in data mapping and conversion activities;
g) Map and assign security roles and responsibilities;
h) Providing demonstrations of new functionality;
i) Mentoring project team members in requirement analysis and design tasks;
j) Participating in the review of all customization requests and their associated costs for new modules and reports and all maintenance activity;
k) Analyzing various business process solutions to improve the effectiveness of processes;
l) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:
    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer , and Performance Budgeting;
iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

3. ERP SYSTEM ANALYST

3.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as an **ERP System Analyst**

Level 3**:** Over 10 years of experience as an **ERP System Analyst**

For the purposes of this contract, the roles and responsibilities of an **ERP System Analyst** are defined as follows:

a) Develop requirements, feasibility, cost, design, and specification documents for ERP systems;
b) Implement ERP systems to support projects, departments, organizations or businesses;
c) Translate ERP business requirements into systems design and specifications;
d) Analyze and recommend alternatives and options for solutions;
e) Develop technical specifications for ERP systems development, design and implementation;
f) Research, analyze and document user requirements, map interdependencies, and produce the required functional specifications and/or process re-engineering recommendations;
g) Provide functional and technical expertise on applications;
h) Work with functional and technical teams to ensure continued effective integration of functionality;
i) Interview departmental stakeholders and key managers to develop common priorities, as well as, existing or upcoming future requirements;
j) Assist developers in the understanding of design specifications;
k) Review Functional and Technical Design Documents to ensure that there is alignment across the application(s).

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 5 out of 11 of the above tasks and activities.

3.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as an **ERP System Analyst**
Level 3:

1. Minimum of 10 years experience as an **ERP System Analyst**

2. Minimum of 2 years experience in an operational environment.

3.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Analysis, design, development, testing, conversion, documentation and implementation of modules or functionality;
b) Identifying database content, structure, and application sub-systems;
c) Analysis of Code and objects to determine functional fit;
d) Conducting gap resolution sessions with the functional teams to resolve issues with the functional specifications before modifying the application;
e) Map and assign security roles and responsibilities;
f) Helping to resolve various implementation issues and recommend various process solutions to improve the effectiveness of processes;
g) Executing tasks related to the implementation of application and database design and fixes, coding and technical documentation;
h) Migrating objects from one environment to another;
i) Participating in testing, monitoring and reconciliation work related to data quality, data integrity and reports;
j) Addressing defects during testing phases including the identification of the underlying cause of problems/incidents and their subsequent resolution and prevention;
k) Executing data conversion and implementation, including data fixes;
l) Assisting in the management of the technical environments, and the application of fixes where required;
m) Documenting database content, structure, and application sub-systems, and deliver data dictionaries;
n) Writing data conversion scripts;
o) Preparing technical migration and data conversion plans with fellow analysts;
p) Developing batch programs to migrate and convert data to different database structures;
q) Creating a test bed database for the testing environments and training database for training;
r) Creating technical test scenarios and support system testing and validation of test cases;
s) Government of Canada version products; implementation, upgrades, or migration projects;
t) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:
    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
    ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer , and Performance Budgeting;
    iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
    iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
    v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel

Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

4. ERP TECHNICAL ANALYST

4.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as an **ERP Technical Analyst**

Level 3**:** Over 10 years of experience as an **ERP Technical Analyst**

For the purposes of this contract, the roles and responsibilities of an **ERP Technical Analyst** are defined as follows:

a) Plan and provide advice to management regarding system landscape architectures including upgrade strategies;
b) Recommend an architectural design for a shared instance and supervise its implementation;
c) Develop or assist with business and functional requirements, project scope, estimates of effort and duration;
d) Translate functional and business requirements into technical requirements;
e) Develop and/or manage technical aspects of application software, user interfaces, and third-party components;
f) Conduct, assist with, and/or manage unit and system tests;
g) Establish technical standards for the technical framework;
h) Help to resolve various implementation issues and recommend solutions;
i) Take part in testing, monitoring and reconciliation work related to the solution, to reports, data quality and data integrity;
j) Analyze and coordinate data file conversions;
k) Complete mapping, interfaces, mock conversion work, enhancements, actual conversion, and verify completeness and accuracy of converted data;
l) Oversee all facets of the conversion process and provide conversion support;
m) Import files from heterogeneous platforms.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 6 out of 12 of the above tasks and activities.

4.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as an **ERP Technical Analyst**
Level 3:

1. Minimum of 10 years experience as an **ERP Technical Analyst**
2. Minimum of 2 years experience in an operational environment.

4.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Working with SSC to build and test architecture;
b) Meeting and documenting the system requirements for Security Assessment and Authorization;
c) Map and assign security roles and responsibilities;
d) Applying approved commercial and GC updates, fixes and support packs;
e) The design, analysis, development, testing, implementation, and documentation of a solution;
f) Production of technical and security test scenarios according to business requirements and support system testing and validation of test cases;
g) Integrate and test PKI, Secure Network Communications and Secure Store and Forward technologies in a test landscape;
h) Implement Web based SAP, PeopleSoft other transactions/applications;
i) Take part in testing, monitoring and reconciliation work related to the solution, to reports, data quality and data integrity;
j) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:
    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
    ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
    iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
    iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
    v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
    vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

5. PROGRAMMER ANALYST

5.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Programmer Analyst**

Level 3**:** Over 10 years of experience as a **Programmer Analyst**

For the purposes of this contract, the roles and responsibilities of a **Programmer Analyst** are defined as follows:

a) Analyses of functional requirements leading to the execution of the design, development and implementation of changes to the application;

b) Responsible for developing and maintaining configuration and programs based on approved requirements working both independently and within a team;
c) Participate in application support activities, including interaction with end users, troubleshooting and correcting issues, and reporting to management;
d) Deliver technical specifications documents using the functional specifications provided by the functional and integration teams;
e) Create and modify configuration and code for software as per technical specifications;
f) Create and modify approved screens/pages and reports;
g) Develop, test and implement program and configuration changes;
h) Produce reports, manuals, programs, data files, and procedures for applications;
i) Provide expertise/advice on modules and available application functionality;
j) Analyze Code and objects to determine functional fit;
k) Participate in the review of all customization requests and their associated costs;
l) Execute tasks related to the implementation of application and database design and fixes, coding and technical documentation.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 6 out of 12 of the above tasks and activities.

5.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Programmer Analyst**

Level 3:

1. Minimum of 10 years experience as a **Programmer Analyst**.
2. Minimum of 2 years experience in an operational environment.

5.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable:

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Upgrading documentation from one specified version to another;
b) Technical installation and configuration for applications;
c) Integration of modules, functionality, applications, or interfaces;
d) Organization of the technical solution and performance of analysis;
e) Operating systems (for example, SQL, Windows, Unix and Linux);
f) Database, programming and modeling languages;
g) Development methodologies;
h) Understanding business processes and translating them into system functionality;
i) Database design, development, and enhancement within the Oracle DBMS or MS SQL Server DBMS, or other to be specified;
j) Process, data and object modeling in a variety of application and database environments;
k) Contribution to systems architecture analysis, design, development, and enhancement;
l) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:
    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
    ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.
vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

6. SYSTEM ANALYST

6.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **System Analyst**

Level 3**:** Over 10 years of experience as a **System Analyst**

For the purposes of this contract, the roles and responsibilities of a **System Analyst** are defined as follows:

a) Develop requirements, feasibility, cost, design, and specification documents for systems;
b) Implement systems to support projects, departments, or organizations;
c) Translate business requirements into systems design and specifications;
d) Analyze and recommend alternatives and options for solutions;
e) Develop technical specifications for systems development, design and implementation;
f) Ensure that any changes to systems are examined from a cross-functional and modular perspective to ensure that changes do not conflict (collide);
g) Work with functional and technical teams to ensure continued effective integration of functionality;
h) Research, analyze and document user requirements, map interdependencies, and produce the required functional specifications and/or process re-engineering recommendations;
i) Provide functional and technical expertise on applications;
j) Interview departmental stakeholders and key managers to develop common priorities, as well as, existing or upcoming future requirements;
k) Assist developers in the understanding of design specifications;
l) Review Functional and Technical Design Documents to ensure that there is alignment across the application(s).

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 6 out of 12 of the above tasks and activities.

6.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **System Analyst**
Level 3:

1. Minimum of 10 years experience as a **System Analyst**
2. Minimum of 2 years experience in an operational environment.

6.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Analysis, design, development, testing, conversion, documentation and implementation of modules or functionality;
b) Identifying database content, structure, and application sub-systems;
c) Analysis of Code and objects to determine functional fit;
d) Conducting gap resolution sessions with the functional teams to resolve issues with the functional specifications before modifying the application;
e) Helping to resolve various implementation issues and recommend various process solutions to improve the effectiveness of processes;
f) Executing tasks related to the implementation of application and database design and fixes, coding and technical documentation;
g) Migrating objects from one environment to another;
h) Participating in testing, monitoring and reconciliation work related to data quality, data integrity and reports;
i) Addressing defects during testing phases including the identification of the underlying cause of problems/incidents and their subsequent resolution and prevention;
j) Executing data conversion and implementation, including data fixes;
k) Assisting in the management of the technical environments, and the application of fixes where required;
l) Documenting database content, structure, and application sub-systems, and deliver data dictionaries;
m) Writing data conversion scripts;
n) Preparing technical migration and data conversion plans with fellow analysts;
o) Developing batch programs to migrate and convert data to different database structures;
p) Creating a test bed database for the testing environments and training database for training;
q) Creating technical test scenarios and support system testing and validation of test cases;
r) Government of Canada version products; implementation, upgrades, or migration projects;
s) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:
    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
    ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer , and Performance Budgeting;
    iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
    iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
    v) SAPP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds

Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.

vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

7. TESTER

7.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Tester**

Level 3**:** Over 10 years of experience as a **Tester**

For the purposes of this contract, the roles and responsibilities of a **Tester** are defined as follows:

a) Test strategy, planning and coordination;
b) Supervision of testing in accordance with the plan;
c) Manage and monitor test plans for all levels of testing;
d) Manage walkthroughs and reviews related to testing and implementation readiness;
e) Report test status;
f) Develop test scenarios and test scripts;
g) Establish and maintain test script libraries for a multi-platform, multi-operating system environment;
h) Establish software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures where appropriate;
i) Establish and operate "inter operability" testing procedures to ensure that the interaction and coexistence of various software elements, which are proposed to be distributed on the common infrastructure, conform to appropriate departmental standards (e.g. performance, compatibility, etc.) and have no unforeseen detrimental effects on the shared infrastructure;
j) Establish a validation and verification capability which assumes functional and performance compliance.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 4 out of 10 of the above tasks and activities.

7.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Tester**
Level 3:

1. Minimum of 10 years experience as a **Tester**
2. Minimum of 2 years experience in an operational environment.

7.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Understanding requirements, creating test scenarios, test scripts, preparing test data, executing test scripts and reporting defects and reporting results to test lead;
b) Understanding and analyzing Business, Functional, Technical and UI (User Interface) requirements of the project/release;
c) Creating Test Scenarios, Test Conditions & Expected results and Test Cases;
d) Recording, running and maintaining automated Test Scripts;
e) Creating Required Test Data and maintaining Common Test Data sheet of the project/release;
f) Creating Test Deliverables as per Testing Standards followed by the project/ release;
g) Configuring and setup the lab environment prior to the test execution;
h) Executing Test Scripts and documenting test results;
i) Logging defects and verifies defect fixes;
j) Informing Test Lead on any issues that could potentially impact quality, schedule or budget of the project/ release;
k) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
    ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
    iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
    iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
    v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
    vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

8. WEB GRAPHICS DESIGNER

8.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Web Graphics Designer**

Level 3**:** Over 10 years of experience as a **Web Graphics Designer**

For the purposes of this contract, the roles and responsibilities of a Web Graphics Designer are defined as follows:

a) Create web pages including graphics and general web site design;

b) Develop and implement usability tests, analyze results and modify design accordingly;

c) Develop flowcharts (web site flow maps) depicting navigation and basic content;

d) Develop line drawings or block diagrams illustrating the priority of information, links, navigation and space requirements;

e) Develop content diagrams showing the interactive connection between web pages;

f) Develop interactive prototypes showing basic form and functionality for both usability testing and presentations.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 3 out of 6 of the above tasks and activities.

8.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Web Graphics Designer**
Level 3:

1. Minimum of 10 years experience as a **Web Graphics Designer**
2. Minimum of 2 years experience in an operational environment.

8.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable. In addition the experience may be applicable to a specific application; for example PeopleSoft or SAP or others.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Uploading completed designs, for example WET 3.0;
b) Applying the secure login and set ting up database(s) on the Websites;
c) Ensuring login and database are functional; perform quality control, as approved by the Project Manager;
d) Administration of previously developed sites until sites with new template with working login, database and can be published;
e) Working with Web hosting provider from a technical perspective;
f) Applying Google Analytics to sites;
g) Performing database programming, script writing, QA, testing;
h) Database management;
i) HTML5, JavaScript, jQuery, ASP, PHP, .NET, and Web publishing processes;
j) The languages and technologies used to build and support the Websites for example: JQuery, JavaScript, HTML, Adobe Dreamweaver, Adobe Contribute, SQL Server, IIS, HTDig (Search feature);
k) Development, testing and management of Web sites and Web related products using Adobe Dreamweaver, and Content Management Systems such as Adobe Contribute, Drupal, Wordpress, etc.;
l) Best practices in Web publishing, including Website design principles, page layout and Website navigation;
m) Web quality assurance and code validation tools;
n) Login features for secure areas of Websites;
o) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

9. DATA CONVERSION SPECIALIST

9.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Data Conversion Specialist**

Level 3**:** Over 10 years of experience as a **Data Conversion Specialist**

For the purposes of this contract, the roles and responsibilities of a **Data Conversion Specialist** are defined as follows:

a) Analyze and document scope of work for data conversion projects;
b) Utilize all available software applications to complete data processing jobs in a timely and accurate manner;
c) Define new database structures, data conversion strategy, database conversion framework and specifications;
d) Coordinate the conversion of various types of client data;
e) Responsible for converting data from multiple data sources including text files, MS Excel and MS Access;
f) Ensure the accuracy, completeness, and timeliness of data stored in the database;
g) Control and coordinate changes to the database, including the deletion of records, changes to the existing records, additions to the database develop and coordinate back-up, disaster recovery and virus protection procedures;
h) Communicate project status to clients and works with clients on verifying that data is converted correctly;
i) Identifies issues and takes the proper actions to resolve them;
j) Responsible for running validation processes to ensure conversion accuracy;
k) Ability to quickly gain working knowledge of product to review converted data with clients and answer questions;
l) Assumes responsibility for conversion related support calls from all clients.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 5 out of 12 of the above tasks and activities.

9.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Data Conversion Specialist**

Level 3:

1. Minimum of 10 years experience as a **Data Conversion Specialist**
2. Minimum of 2 years experience in an operational environment.

9.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a. Design, development and testing of all data conversion - transformation, extraction and migration activities;
b. Working with the data architect ensure that all ongoing data conversion, transformation, de-duplication, extraction and load functions once ready for production deployment are documented in detailed data models;
c. Ensure that any key fields and business rules relied upon as part of any ongoing de-duplication are conveyed clearly to the project manager;
d. Work with data owners to verify and obtain approval that any migrated or transformed data retains its accuracy;
e. Own the reject and exception handling processes associated with migration, extract and load tools;
f. Execute one off data migration jobs as required;
g. Resolve as required migration, extract and load exceptions reported;
h. Oversee all facets of the conversion process;
i. Perform data analysis; construct query statements and conversion scripts. Complete mapping, interfaces, trial conversion work, enhancements, actual conversion, and verify completeness and accuracy of converted data;
j. Import files from heterogeneous platforms;
k. Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

   i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
   ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
   iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
   iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
   v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel

Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi) PeopleSoft organized by modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

10. BUSINESS ANALYST

10.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Business Analyst**

Level 3**:** Over 10 years of experience as a **Business Analyst**

For the purposes of this contract, the roles and responsibilities of a **Business Analyst** are defined as follows:

a) Determines operational objectives by studying business functions; gathering information; evaluating output requirements and formats;
b) Analyzes requirements; constructs workflow charts and diagrams; studies system capabilities; writing specifications;
c) Ensures that all documentation accurately reflects the current status of changes and outstanding issues so that business requirements reflect application features and functions;
d) Ensures that all items follow the change management process and are entered and tracked through the change management software;
e) Improves systems by studying current practices; designing business modifications;
f) Recommends controls by identifying problems; writing improved procedures;
g) Maintains system protocols by writing and updating procedures;
h) Provides references for users by writing and maintaining user documentation; providing help desk support; training users;
i) Prepares reports by collecting, analyzing, and summarizing information and trends.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 4 out of 9 of the above tasks and activities.

10.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Business Analyst**
Level 3:

1. Minimum of 10 years experience as a **Business Analyst**
2. Minimum of 2 years experience in an operational environment.

10.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.
Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Review, analyses, and creation of detailed documentation of business systems and user needs, including workflow, functions, and steps required to develop or modify application functionality;
b) Determining business, functional and technical requirements for specified applications;

c) Coordination of the development of all approved versions of business and functional specifications for specified applications;
d) Developing effective reporting tools for the business unit;
e) Analyses of the business unit's activities and trends and compares analyses against the service standards and best practices;
f) Defining, developing and implementing quality assurance practices and procedures, end user test plans and other QA assessments in conjunction with the QA team;
g) Managing specific application quality assurance and help desk activities including the tracking of bug reports and change requests and ensuring their timely resolution;
h) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
    ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
    iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
    iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
    v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
    vi) PeopleSoft organized by modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

11. BUSINESS ARCHITECT

11.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Business Architect**

Level 3**:** Over 10 years of experience as a **Business Architect**

For the purposes of this contract, the roles and responsibilities of a **Business Architect** are defined as follows:

a) Develop a business architecture strategy for the business based on a situational awareness of various business scenarios and motivations;
b) Apply a structured business architecture approach and methodology for capturing the key views of the business in the context of the enterprise;
c) Capture the tactical and strategic business goals that provide traceability through the organization and are mapped to metrics that provide ongoing governance;
d) Describe the primary business functions of the assigned business area in the context of the enterprise and distinguish between client-facing, supplier-related, business execution and business management functions;

e) Enumerate, analyze, catalog, and suggest improvements to the strategic, core and support processes of the business, as needed, to support strategic and operational goals;
f) Define the data elements shared between the business and enterprise and the relationships between those data elements and processes, resources, systems, and other data elements;
g) Enumerate, analyze, and suggest improvements to the structural relationships of the business;
h) Create and maintain an ongoing model of roles, capabilities and business areas, the decomposition of those business areas into subunits, and the interplay between these areas in various business processes, materials, resources, and systems;
i) Maintain a broad, enterprise-wide view of the business and varying degrees of appreciation for strategy, processes and capabilities, enabling technologies, and governance;
j) Recognize structural issues within the organization, functional interdependencies and cross-silo redundancies.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 8 out of 10 of the above tasks and activities.

11.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Business Architect**
Level 3:

1. Minimum of 10 years experience as a **Business Architect**
2. Minimum of 2 years experience in an operational environment.

11.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.
Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Application of architectural principles, methods, and tools to business challenges;
b) Assimilation and correlation of disconnected documentation and drawings, and articulation of their collective relevance to the organization and to high-priority business issues;
c) Creating high-level models (rigorous information-rich diagrams) that can be used in future analysis to extend and mature the business architecture;
d) Planning and deploying either business or IT initiatives;
e) Modeling business processes using a variety of tools and techniques;
f) Design, development, and change management expertise to cross business projects and initiatives to ensure desired business transformation is achieved;
g) Business process reviews and evaluations of existing business processes to identify and assess process opportunities for efficiency, effectiveness, business impact and risks;
h) Business process design and modeling to determine desired state for new business processes;
i) Developing, facilitating and managing workshops/forums;
j) Leveraging and developing all required business architecture artifacts, documents and materials;
k) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
    ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
    iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
    iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content

Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

12. BUSINESS PROCESS RE-ENGINEERING (BPR) CONSULTANT

12.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a Business Process Re-engineering (BPR) Consultant

Level 3**:** Over 10 years of experience as a Business Process Re-engineering (BPR) Consultant

For the purposes of this contract, the roles and responsibilities of a Business Process Re-engineering (BPR) Consultant are defined as follows:

a) Analyze business functional requirements to identify information, procedures and decision flows;
b) Identify candidate processes for re-design; prototype potential solutions, provide trade-off information and suggest a recommended course of action. Identify the modifications to the automated processes;
c) Provide expert advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options;
d) Provide expert advice in developing and integrating process and information models between processes to eliminate information and process redundancies;
e) Identify and recommend new processes and structures;
f) Provide expert advice on and/or assist in implementing new processes and changes;
g) Document workflows;
h) Use business and workflow modeling software tools.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 3 out of 8 of the above tasks and activities.

12.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a Business Process Re-engineering (BPR) Consultant
Level 3:

1. Minimum of 10 years experience as a Business Process Re-engineering (BPR) Consultant
2. Minimum of 2 years experience in an operational environment.

12.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Understanding and documenting the current working process in details;
b) Analyzing the working process and discovering the gaps and the weakness points;
c) Reengineering the process and suggesting efficient working procedures that satisfy the organization's business goals and objectives;
d) Performing continuous studies and researches to improve the business process, and giving recommendations regarding the most suitable methodologies;
e) Tracking the working process and evaluate its effectiveness;
f) Collaborating with teams to resolve design and implementation details as they evolve;
g) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

   i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
   ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
   iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
   iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
   v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
   vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

13. BUSINESS SYSTEM ANALYST

13.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Business System Analyst**

Level 3**:** Over 10 years of experience as a **Business System Analyst**

For the purposes of this contract, the roles and responsibilities of a **Business System Analyst** are defined as follows:

a) Responsible for one or more applications or functional areas related to business information systems;

b) Responsible for functional facets of the software development life cycle (SDLC) including: process definition and reengineering, high and detailed-level requirements gathering, fit/gap analysis, functional design, testing, training, reporting, support, and continuous improvement of business applications;
c) Determine operational objectives by studying business functions; gathering information; evaluating output requirements and formats;
d) Consult with management and users to determine the needs of the system;
e) Partner with project stakeholders by analyzing all requirements to formulate business specifications and translate those into application functionality;
f) Create high-level (functional) designs that are accurately documented and mapped to business or architectural requirements, and communicate those designs to the technical development team;
g) Help shape and implement strategic roadmaps for one or more business systems;
h) Improve systems by studying current practices; configuring modifications;
i) Recommend controls by identifying problems; writing improved procedures;
j) Write and update procedures; maintain user documentation; providing help desk support; training users;
k) Prepares technical reports by collecting, analyzing, and summarizing information and trends.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 5 out of 11 of the above tasks and activities.

13.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Business System Analyst**
Level 3:

1. Minimum of 10 years experience as a **Business System Analyst**
2. Minimum of 2 years experience in an operational environment.

13.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.
Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Defining business requirements and translating into design specifications for business systems development, ensuring program objectives, business rules, organizational policies and user needs are addressed;
b) Ensuring the proposed solution or approach aligns with GC corporate policies and standards;
c) Reviewing and evaluating system deliverables combining technical ability with a user perspective to ensure satisfaction of the project/business objectives;
d) Facilitating business process review meetings with subject matter experts and refine processes to maximize business efficiency;
e) Documenting business processes using MS Visio and/or other modeling applications;
f) Evaluating existing procedures and methods, identifying and documenting items such as database content, structure, application subsystems, and data dictionary;
g) Defining and documenting interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems;
h) Analyzing and working with stakeholders to prioritize application defects/enhancement and participating in the change management process;
i) Establishing acceptance test criteria;
j) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

14. BUSINESS TRANSFORMATION ARCHITECT

14.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Business Transformation Architect**

Level 3**:** Over 10 years of experience as a **Business Transformation Architect**

For the purposes of this contract, the roles and responsibilities of a **Business Transformation Architect** are defined as follows:

a) Transform the enterprise and prioritize options against clear decision-making criteria;
b) Provide strong knowledge of good business practices combined with a sound understanding of architectural and technical issues;
c) Articulate service visions, able to align Information Technologies with Enterprise Strategy;
d) Shares common solutions and best practices;
e) Advise and coordinate business and technology transformation initiatives;
f) Bridge the gaps between business and IT to help the enterprise document its operational business design based on sound principles and standards;
g) Design the total solution delivery environment;
h) Organize and lead complex projects across multiple processes and business lines;
i) Lead cross organizational information gathering sessions;
j) Architect solutions using business architecture components, process change, or organizational change.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 5 out of 10 of the above tasks and activities.

14.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Business Transformation Architect**

Level 3:

1. Minimum of 10 years experience as a **Business Transformation Architect**
2. Minimum of 2 years experience in an operational environment.

14.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Analysis and development of business enterprise success “critical success factors”;
b) Analysis and development of architecture requirements design, process development, process mapping and training;
c) Business process analysis, improvement, simplification, modeling, automation and implementation;
d) Leading teams to define business strategy and processes in support of transformation and change management activities;
e) Change impact analysis and change management activities;
f) Organizational realignment;
g) Providing advice in defining new requirements and opportunities for applying efficient and effective solutions; identifies and provides preliminary costs of potential options;
h) Providing advice in developing and integrating process and information models between business processes to eliminate information and process redundancies;
i) Identifying and recommending solution options;
j) Researching initiatives currently underway for the broader Government of Canada to ensure alignment with the proposed system solution;
k) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

   i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
   ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
   iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
   iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
   v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.
   vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management,

Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

15. COURSEWARE DEVELOPER

15.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Courseware developer**

Level 3**:** Over 10 years of experience as a **Courseware developer**

For the purposes of this contract, the roles and responsibilities of a **Courseware developer** are defined as follows:

a) Design and develop instructional material for system procedures that support technical products;
b) Demonstrate and utilize effective needs analysis, procedure development, and evaluation skills;
c) Identify, define, document and refine procedures and steps to achieve maximum product quality and production efficiency;
d) Develop storyboards and ensure that procedure sequences, content and graphics concepts are aligned with the project's production standards;
e) Develop preliminary layouts with business analysts to validate and enhance content and presentation;
f) Prepare courseware products for delivery by compiling/packaging/exporting the content into the final delivery format;
g) Audit and edit all developed products for accuracy, completeness, flow, balance, and clarity of understanding, in accordance with applicable instructions;
h) Recommend sound solutions to resolve technical and administrative problems within the scope of the effort.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 3 out of 8 of the above tasks and activities.

15.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Courseware developer**
Level 3:

1. Minimum of 10 years experience as a **Courseware developer**
2. Minimum of 2 years experience in an operational environment.

15.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.
Level 2: A minimum of 1 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Performing needs assessment/analysis for instructional purposes;
b) Planning and monitoring documentation projects;
c) Performing job, task, and/or content analysis;
d) Working with end-users, subject matter experts, and/or business analysts to design and develop user documentation and instructional materials;
e) Storyboarding the learning content with subject matter experts or business analysts;
f) Assisting in assessing the requirements for populating a training database;

g) Establishing and applying standards for topic development;
h) Developing learning packages and documentation using automated tools such as User Productivity Kit or Productivity Pak;
i) Creating a French and English Lexicon for terminology;
j) Performing quality assurance and compare of topics;
k) Conducting training. Certified training in the courseware product (for example User Productivity Kit or Productivity Pak).
l) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
    ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
    iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
    iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
    v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
    vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

16. HELP DESK SPECIALIST

16.1 EXPERIENCE LEVELS

<u>Level 2</u>: 5 to 10 years of experience as a **Help Desk Specialist**

<u>Level 3</u>**:** Over 10 years of experience as a **Help Desk Specialist**

For the purposes of this contract, the roles and responsibilities of a **Help Desk Specialist** are defined as follows:

a) Perform a variety of applications problem analysis and monitoring tasks and respond appropriately to user requests and problems;
b) Perform initial problem analysis and triage problem to other appropriate staff when appropriate;
c) Maintain liaison with application users, functional and technical staff to communicate the status of problem resolution to users; log and track requests for assistance;
d) Develop, implement, and/or participate in the preparation of procedure manuals and documentation for help desk use; conduct periodic user satisfaction surveys and track user problem trends; make recommendations for improvements to the applications and create reports based on information provided from user surveys and trends;

e) Develop, implement, and/or participate in the distribution of application related information to users to include information such as help desk procedures and handbooks;
f) Participate in the development of a comprehensive training plan for help desk procedures; assist in training personnel providing backup coverage;
g) Perform other related duties incidental to the work described herein.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 3 out of 7 of the above tasks and activities.

16.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Help Desk Specialist**
Level 3:

1. Minimum of 10 years experience as a **Help Desk Specialist**
2. Minimum of 2 years experience in an operational environment.

16.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Resolving support problems reported to Help Desk;
b) Provide first-level contact and problem resolution for all users with applications problems;
c) Resolve as many user-reported problems as expertise permits using available tools and following procedures and policies for the handling of support cases;
d) Obtaining and convening concise problem information for external and internal service personnel;
e) Providing accurate and timely logging of problems and resolution for problems in the problem management database;
f) Acting as a liaison between clients and internal support staff to assure accurate problem interpretation;
g) Running reports to determine malfunctions that continue to occur;
h) Maintaining communications with customers during the problem resolution process;
i) Reviewing and updating Help Desk documentation;
j) Reviewing and recommending modifications to procedures;
k) Gathering and inputting data for regular reports distributed by Help Desk;
l) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

   i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
   ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
   iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
   iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
   v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds

Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

17. CHANGE MANAGEMENT CONSULTANT

17.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Change Management Consultant**

Level 3**:** Over 10 years of experience as a **Change Management Consultant**

For the purposes of this contract, the roles and responsibilities of a **Change Management Consultant** are defined as follows:

a) Establish a climate of organizational change within the impacted community through an understanding of the stakeholders and the issues within their working environment;
b) Engage and enable the organization to implement solutions by providing practical and actionable tools and templates;
c) Sustain the results of the implementation by providing a balanced scorecard approach and post-implementation support tools;
d) Provide both executive and project leaders with a common framework and corresponding tools and templates to assist them in articulating the vision. This will also include coaching, mentoring and knowledge transfer where required;
e) An assessment of the current impacted environment, an understanding the 'where and why' of the pockets of resistance, and the development of a proactive change management strategy;
f) Work with the target community to ensure alignment, correct skills and experience to enable the change;1Develop a Balanced Scorecard framework and approach that defines a process for achieving results, generating successful outcomes and ensuring a peak performance;
g) Provide onsite as well as remote coaching, mentoring and advisory services for the management of change and individuals as required;
h) Provide a change management risk mitigation strategy and plan.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 7 out of 9 of the above tasks and activities.

17.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Change Management Consultant**
Level 3:

1. Minimum of 10 years experience as a **Change Management Consultant**
2. Minimum of 2 years experience in an operational environment.

17.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Driving the development and delivery of Change Management 'thought-ware' designed for the target audience;
b) Assisting with the design, development and execution of workshops and other activities to promote and sustain leadership alignment and stakeholder enrolment strategies throughout the life cycle;
c) Providing advice on communication with corporate leaders and developing action plans which would sustain momentum and enthusiasm;
d) Providing continuous feedback to leadership derived from Change Management activities and developing plans and actions in response to that feedback;
e) Assisting with the development of enabling strategies and enhancement activities designed to ensure peak performance;
f) Providing a framework and techniques for delivering Organizational Readiness Assessments at strategic points;
g) Assisting in the development of a detailed work plan, monitoring the work plan activities and developing contingency plans in light of on-going Change Management activity results and facilitating and coordinating communication with key stakeholders as per the stakeholder mapping process;
h) Providing facilitation expertise for workshops and meetings;
i) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
    ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
    iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
    iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
    v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
    vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

18. ENTERPRISE ARCHITECT

18.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as an **Enterprise Architect**

Level 3**:** Over 10 years of experience as an **Enterprise Architect**

For the purposes of this contract, the roles and responsibilities of an **Enterprise Architect** are defined as follows:

a) Work with stakeholders, both leadership and subject matter experts, to build a holistic view of the strategy, processes, information, and information technology assets;
b) Ensure that the business and IT are in alignment;
c) Ensure that systems do not duplicate functionality or diverge from each other and business and IT strategies;
d) Define and update the long term vision of the environment;
e) Establish the roadmap of projects to achieve the long term vision;
f) Analyze enterprise business drivers to determine business information and technical architecture requirements;
g) Analyze the current information technology environment to detect critical deficiencies and recommend solutions for improvement;
h) Design and lead the implementation of enterprise-wide technology architecture based on enterprise business requirements and information technology strategies;
i) Support delivery teams in the elaboration of solution architectures in conformance / in line with the Enterprise Architecture;
j) Support evaluation of software standards, and the design of standard configurations;
k) Document all architecture design and analysis work;
l) Support projects with all information required by the different teams: selection of solutions, precise scope document, and documented architecture. Resolve issues when applicable;
m) Provide to the architecture team all deliverables including current architecture, long term vision and roadmap.
n) Participate in technology surveillance, prototyping projects, vendor / package selection.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 6 out of 15 of the above tasks and activities.

18.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as an **Enterprise Architect**
Level 3:

1. Minimum of 10 years experience as an **Enterprise Architect**
2. Minimum of 2 years experience in an operational environment.

18.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Development and evolution of the Enterprise Architecture in alignment with the 5 year rolling business plan by translating business vision, strategies and environmental trends into the definition of the Target State Enterprise Architecture viewpoints: business, information, application and technology;
b) Development and evolution of the Enterprise Architecture Roadmaps;
c) Promoting adherence to Architecture governance;
d) Leading and publishing strategic positioning with respect to the introduction of new technologies as well as the utilization/practice of existing ones;
e) Participating and providing input to the planning process;

f) Identifying synergistic opportunities and dependencies by working across the organization to identify opportunities for reuse to maximize benefit if IT spent;
g) Identifying operational risks stemming from application and technology health status, advise business on options and ensure actions are factored into the planning process;
h) Defining the initial Solution Architectures for strategic initiatives to ensure alignment with the Enterprise Architecture Roadmap;
i) Maintaining a balance between tactical and strategic vision to ensure proper recommendations are made;
j) Staying abreast of business and technology strategies to provide value-added expertise and allow for the elaboration of pertinent architectures and positions;
k) Creating and maintaining strong relationships and alignment with Standard Enterprise Architecture group as well as collaborate with other Enterprise Architects;
l) Coaching and mentoring Architects across the organization;
m) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
    ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
    iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
    iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
    v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.
    vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

19. PROJECT COORDINATOR

19.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Project Coordinator**

Level 3**:** Over 10 years of experience as a **Project Coordinator**

For the purposes of this contract, the roles and responsibilities of a **Project Coordinator** are defined as follows:

a) Attend meetings and assist with determination of project requirements;
b) Assist the Project Manager (PM) in the drafting and issuance of project proposals, RFP's, tenders, budgets, cash flows and preliminary schedules;

c) Prepare project organization and communication charts;
d) Chair site meetings and distribute minutes to all project team members;
e) Track the progress and quality of work being performed by team;
f) Use project scheduling and control tools to monitor projects plans, work hours, budgets and expenditures;
g) Effectively and accurately communicate relevant project information to the PM and project team;
h) Maintain contracts tracking log;
i) Track and manage issues, defects and change requests in the service desk database;
j) Ensure all required project close out documents are obtained;
k) Keep the Project Ma nager and others informed about project status and issues that may impact the project.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 6 out of 11 of the above tasks and activities.

19.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Project Coordinator**
Level 3:

1. Minimum of 10 years experience as a **Project Coordinator**
2. Minimum of 2 years experience in an operational environment.

19.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Assisting project management, business, functional, technical users and end users in project coordination and synchronization tasks;
b) Providing administrative and technical support of a clerical nature as required to a project team;
c) Maintaining project documentation and application/system libraries;
d) Tracking and managing issues, defects and change requests in the service desk database;
e) Maintaining and updating relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence;
f) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
    ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting:
    iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
    iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
    v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project

Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

20. PROJECT MANAGER

20.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Project Manager**

Level 3**:** Over 10 years of experience as a **Project Manager**

For the purposes of this contract, the roles and responsibilities of a **Project Manager** are defined as follows:

a) Responsible for accomplishing the stated project objectives;
b) Create clear and attainable project objectives, building the project requirements, and managing the constraints of the project management triangle, which are cost, time, scope, and quality;
c) Identify resources needs and works with program managers to assign individual responsibilities;
d) Create and execute project work plans and timelines and revises as appropriate to meet changing needs and requirements;
e) Manage day-to-day operational aspects of a project and scope;
f) Lead project scoping activities;
g) Effectively communicates relevant project information to team and stakeholders;
h) Route work between all responsible resource teams in all stages of the system like cycle;
i) Communicates project changes and updates to appropriate team members;
j) Facilitate team and stakeholder meetings to review work;
k) Prepare regular status reports and distributes as necessary;
l) Review deliverables prepared by team before presenting to stakeholders;
m) Ensure documents are complete, current, and stored appropriately;
n) Resolve and /or escalate issues in a timely fashion;
o) Manage both internal and external approvals;
p) Monitor scope creep and re-scopes projects if necessary.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 8 out of 16 of the above tasks and activities.

20.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Project Manager**
Level 3:

1. Minimum of 10 years experience as a **Project Manager**
2. Minimum of 2 years experience in an operational environment.

20.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Leading projects using accepted project management techniques and GC project guidelines to achieve desired outcomes and goals. Drawing on extensive knowledge of business and client needs, business process design and project experience, to ensure project success criteria are met;
b) Managing the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters;
c) Formulating statements of problems; establishes procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof;
d) Defining and documenting the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;
e) Preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools;
f) Developing project schedule, plans, strategies and resource requirements;
g) Managing resources against work plans to ensure completion of project tasks;
h) Mitigating risks through development and execution of risk management strategy;
i) Managing the change management process to effectively manage and respond to change requests;
j) Managing issues management process;
k) Assessing, monitoring, and controlling quality;
l) Completing post project implementation review;
m) Measuring project outcome achievement;
n) Reporting progress of the project on an ongoing basis and at scheduled points in the life cycle;
o) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
    ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
    iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
    iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
    v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.
    vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

21. QUALITY ASSURANCE SPECIALIST/ANALYST

21.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Quality Assurance Specialist/Analyst**

Level 3**:** Over 10 years of experience as a **Quality Assurance Specialist/Analyst**

For the purposes of this contract, the roles and responsibilities of a **Quality Assurance Specialist/Analyst** are defined as follows:

a) Devise and establish quality procedures, standards and specifications;
b) Provide necessary definition, development and deployment of product quality assurance strategy, addressing all phases of product development;
c) Review requirements and ensure that they are met;
d) Ensure processes meet standards;
e) Set up and maintain controls and documentation standards and procedures;
f) Ensure delivery against QA goals and objectives, i.e. meeting commitments and coordinating overall quality assurance schedule;
g) Maintain product consistency throughout product cycle, to include the design, define and build phases through quality checkpoints and testing;
h) Develop and manage quality assurance metrics for performance improvement of all teams;
i) Implement ongoing quality improvement processes;
j) Evaluate progress for test efforts on a regular basis. Communicates issues and risks to project teams on a timely basis;
k) Organize/coordinate quality events (peer reviews, checklist execution);
l) Facilitate process improvements.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 5 out of 12 of the above tasks and activities.

21.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Quality Assurance Specialist/Analyst**
Level 3:

1. Minimum of 10 years experience as a **Quality Assurance Specialist/Analyst**
2. Minimum of 2 years experience in an operational environment.

21.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.
Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Creating and enhancing the QA Testing Methodology;
b) Formalizing testing strategy and developing templates to ensure compliance with organizational standards and meeting audit requirements;
c) Defining process for approving and releasing changes to applications environments;
d) Working with project team members to understand the logical flow of defects resolution processes; then designing and customizing QC to be used as an effective defect tracking and controlling tool;
e) Generating dashboards and reports from QC for project team and management;
f) Working closely with Project Managers on all project related testing activities which include:

i) Understanding the project requirements;
ii) working with the project team to establish the testing strategy and test plan for the project;
iii) Defining and design of necessary testing cycles;
iv) Coaching project stakeholders to create test scripts;
v) perform project related testing;
vi) Monitor and report testing progress for project implementation;
vii) Hands-on conducting testing where necessary;
viii) Document and presenting test results;
ix) Working with Business Analysts team to conduct QA/UAT testing for defects from each development cycle.

g) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.
vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

22. RISK MANAGEMENT SPECIALIST

22.1 EXPERIENCE LEVELS

Level 2: 5 to 10 years of experience as a **Risk Management Specialist**

Level 3**:** Over 10 years of experience as a **Risk Management Specialist**

For the purposes of this contract, the roles and responsibilities of a **Risk Management Specialist** are defined as follows:

a) Plan, design and implement an overall risk management process for the organization;
b) Risk assessment, which involves analyzing risks as well as identifying, describing and estimating the risks affecting the business;

c) Risk evaluation, which involves comparing estimated risks with criteria established by the organization such as costs, legal requirements and environmental factors, and evaluating the organization's previous handling of risks;
d) Establishing and quantifying the organization's 'risk appetite', i.e. the level of risk they are prepared to accept;
e) Risk reporting in an appropriate way for different audiences, for example, to the senior management so they understand the most significant risks, to business heads to ensure they are aware of risks relevant to their parts of the business and to individuals to understand their accountability for individual risks.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 2 out of 5 of the above tasks and activities.

22.2 MANDATORY EXPERIENCE

Level 2: Minimum of 5 years experience as a **Risk Management Specialist**
Level 3:

1. Minimum of 10 years experience as a **Risk Management Specialist**
2. Minimum of 2 years experience in an operational environment.

22.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.
Level 2: A minimum of 2 years experience within the last seven years.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Conducting risk assessments;
b) Identifying project risks and overall project risks;
c) Recommending alternative solutions, methodologies and strategies for risk mitigation and management;
d) Producing risk management plans;
e) Conducting risk assessments for troubled projects to quickly assess associated risks and recommend courses of action to minimize inherent risks;
f) Assisting in prioritization and assignment of risks;
g) Assisting in the development and/or implementation of Risk Management Plans;
h) Managing the implementation of Risk Management Plans to identify, analyze, plan, track and control project risks on a continuous basis throughout the project life cycle;
i) Coaching, mentoring and training project teams in risk mitigation techniques;
j) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

    i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
    ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
    iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
    iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS).
    v) SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds

Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.

vi) PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

APPENDIX D TO ANNEX A
CERTIFICATIONS AT THE TA STAGE

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

_____________________________________ ___________________

Print name of authorized individual & sign above Date

2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

_____________________________________ ___________________

Print name of authorized individual & sign above Date

3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

_____________________________________ ___________________

Print name of authorized individual & sign above Date

4. CERTIFICATION OF LANGUAGE - ENGLISH OR BILINGUAL

The Contractor certifies that the proposed resources in response to this Task Authorization are fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

OR

The Contractor certifies that the proposed resources in response to this Task Authorization are fluent in both official languages of Canada (French and English). The individual(s) proposed must be able to communicate orally and in writing in Fench and English without any assistance and with minimal errors.

____________________________________ __________________

Print name of authorized individual & sign above Date

5. SECURITY CLEARANCE:

The Contrator is requested to submit the following security information for each of the proposed resources.

SECURITY INFORMATION	INSERT DATA
Name of individual as it appears on security clearance application form	
Level of security clearance obtained	
Validity period of security clearance obtained	
Security Screening Certificate and Briefing Form file number	