

**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

**SOLICITATION AMENDMENT**  
**MODIFICATION DE L'INVITATION**

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

**Comments - Commentaires**

THIS DOCUMENT CONTAINS A SECURITY  
REQUIREMENT (See original solicitation  
document.)

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

**Issuing Office - Bureau de distribution**  
Informatics Professional Services Division / Division  
des services professionnels en informatique  
11 Laurier St., / 11, rue Laurier  
3C2, Place du Portage  
Gatineau  
Québec  
K1A 0S5

<b>Title - Sujet</b> TBIPS - Business and PM Services	
<b>Solicitation No. - N° de l'invitation</b> G7898-130001/A	<b>Amendment No. - N° modif.</b> 003
<b>Client Reference No. - N° de référence du client</b> G7898-130001	<b>Date</b> 2014-02-21
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$ZM-380-26888	
<b>File No. - N° de dossier</b> 380zm.G7898-130001	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2014-03-17</b>	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Cook, Gail	<b>Buyer Id - Id de l'acheteur</b> 380zm
<b>Telephone No. - N° de téléphone</b> (819) 956-2591 ( )	<b>FAX No. - N° de FAX</b> (819) 956-1207
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

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

## AMENDMENT NO. 003

This amendment is raised to revise the RFP and answer Bidders' questions.

### **RFP REVISIONS:**

#### **At Page 1 of the RFP, Solicitation Closes:**

Delete: 2014-03-10

Insert: 2014-03-17

**Note to Bidders: Re: Attachment 4.1 Bid Evaluation Criteria for both Workstreams - For all evaluation criteria that states “,,,projects valued at greater than \$5M..” Replace with “...projects valued at \$5M or more...”.**

#### **1. At Attachment 4.1 Bid Evaluation Criteria, Workstream 1 - Business Services:**

Delete:

1. Unless specified otherwise, a 'Project' is defined as a temporary, planned activity, involving multiple parties, with a start and end date, a duration of at least 3 months, specific milestones and deliverables, defined responsibilities and a budget of \$5M or more.
2. Unless specified otherwise, 'Government' is defined as a territorial, federal, state, provincial or municipal government body.
3. Unless specified otherwise, bidders may demonstrate experience in multiple criteria during the same time frame.
4. Bidders are advised that the experience is calculated as of the closing date of the RFP. For example, if a given requirement states, "The Bidder must have experience, within the last five years," then the five-year period is calculated as of the closing date of the RFP.
5. References must include the name of the organization, the contract number, a short description of the services provided, the name, title, e-mail address or telephone number of the organization's responsible manager, as well as the award date, expiry date and dollar value of each contract. It is the Bidder's responsibility to ensure that any information divulged is with the permission of the references provided.
6. The Bidder must have been the prime contractor, rather than a subcontractor. This means that the Bidder contracted directly with the customer of the work. If the Bidder's contract was to perform work which another entity had itself first contracted to perform, the Bidder will not be considered the prime contractor. For example, Z (customer) contracted with Y for services. Y, in turn, entered into a contract with X to provide all or part of these services to Z. In this example, Y is a prime contractor and X is a subcontractor.

Insert:

1. A project is an activity or series of activities that has a beginning and an end. A project is required to produce defined outputs and realize specific outcomes in support of a public policy objective, within a clear schedule and resource plan. A project is undertaken

within specific time, cost and performance parameters. (*Source: TBS Policy on the Management of Projects.*)

2. Unless specified otherwise, 'Government' is defined as a territorial, federal, state, provincial or municipal government body.
3. Unless specified otherwise, bidders may demonstrate experience in multiple criteria during the same time frame.
4. Bidders are advised that the experience is calculated as of the closing date of the RFP. For example, if a given requirement states, "The Bidder must have experience, within the last five years," then the five-year period is calculated as of the closing date of the RFP.
5. It is requested that references include the name of the organization, the contract number, a short description of the services provided, the name, title, e-mail address or telephone number of the organization's responsible manager, as well as the award date, expiry date and dollar value of each contract. It is the Bidder's responsibility to ensure that any information divulged is with the permission of the references provided.
6. The Bidder must have been the prime contractor, rather than a subcontractor. This means that the Bidder contracted directly with the customer of the work. If the Bidder's contract was to perform work which another entity had itself first contracted to perform, the Bidder will not be considered the prime contractor. For example, Z (customer) contracted with Y for services. Y, in turn, entered into a contract with X to provide all or part of these services to Z. In this example, Y is a prime contractor and X is a subcontractor.

## 2. At Attachment 4.1 Bid Evaluation Criteria Workstream 1 - Business Services, Section 1.2 Bidder - Rated Criteria:

Delete:

Item#	Bidder - Rated Criteria	Max Score	Point Scale	Bidder's Response (Reference to Résumé/Annex: Project #, Organization Name and number of months, page #)
R1	The Bidder should demonstrate that it provided services similar to those outlined in the Statement of Work (SOW) attached at Annex A, by providing up to 4 project descriptions involving Business Transformation in government or the private sector within the last 5 years.	4	1 project = 1 point 2 projects = 2 points 3 projects = 3 points 4 projects = 4 points	
R2	The Bidder should demonstrate its experience, over and above what is required in M5 above, in the delivery of business transformation projects. The projects must be government or	3	1 project more than M5 (i.e. a total of 3 projects) = 1 point	

Item#	Bidder - Rated Criteria	Max Score	Point Scale	Bidder's Response (Reference to Résumé/Annex: Project #, Organization Name and number of months, page #)
	private sector projects valued at greater than \$5M.		2 projects more than M5 (i.e. a total of 4 projects) = 2 points  3 projects more than M5 (i.e. a total of 5 projects) = 3 points	

Insert:

Item#	Bidder - Rated Criteria	Max Score	Point Scale	Bidder's Response (Reference to Résumé/Annex: Project #, Organization Name and number of months, page #)
R1	The Bidder should demonstrate that it provided services similar to those outlined in the Statement of Work (SOW) attached at Annex A, by providing up to 4 project descriptions involving Business Transformation in government or the private sector within the last 5 years. The projects must be valued at \$5M or more.	4	1 project = 1 point 2 projects = 2 points 3 projects = 3 points 4 projects = 4 points	
R2	The Bidder should demonstrate its experience, over and above what is required in M4 above, in the delivery of business transformation projects. The projects must be government or private sector projects valued at \$5M or more.	3	1 project more than M4 (i.e. a total of 3 projects) = 1 point  2 projects more than M4 (i.e. a total of 4 projects) = 2 points  3 projects more than M4 (i.e. a total of 5 projects) = 3 points	

**3. At Attachment 4.1 Bid Evaluation Criteria, Workstream 1 - Business Services, 2.3 B.4 Business Continuity/Disaster Recovery Specialist – Level 2, rated criterion R4:**

Delete:

The proposed resource should have demonstrated experience within the last 10 years, managing business transformation activities involving business service improvements.

Insert:

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003

Buyer ID - Id de l'acheteur

380zm

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G7898-130001

File No. - N° du dossier

380zmG7898-130001

CCC No./N° CCC - FMS No/ N° VME

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The proposed resource should have demonstrated experience within the last 10 years, creating business continuity/disaster recovery plans and managing the implementation of business continuity/disaster recovery plans.

#### 4. At Attachment 4.1 Bid Evaluation Criteria, Workstream 2 - Project Management Services:

##### Delete:

1. Unless specified otherwise, a 'Project' is defined as a temporary, planned activity, involving multiple parties, with a start and end date, a duration of at least 3 months, specific milestones and deliverables, defined responsibilities and a budget of \$5M or more.
2. Unless specified otherwise, 'Government' is defined as a territorial, federal, state, provincial or municipal government body.
3. Unless specified otherwise, bidders may demonstrate experience in multiple criteria during the same time frame.
4. Bidders are advised that the experience is calculated as of the closing date of the RFP. For example, if a given requirement states, "The Bidder must have experience, within the last five years," then the five-year period is calculated as of the closing date of the RFP.
5. References must include the name of the organization, the contract number, a short description of the services provided, the name, title, e-mail address or telephone number of the organization's responsible manager, as well as the award date, expiry date and dollar value of each contract. It is the Bidder's responsibility to ensure that any information divulged is with the permission of the references provided.
6. The Bidder must have been the prime contractor, rather than a subcontractor. This means that the Bidder contracted directly with the customer of the work. If the Bidder's contract was to perform work which another entity had itself first contracted to perform, the Bidder will not be considered the prime contractor. For example, Z (customer) contracted with Y for services. Y, in turn, entered into a contract with X to provide all or part of these services to Z. In this example, Y is a prime contractor and X is a subcontractor.

##### Insert:

1. A project is an activity or series of activities that has a beginning and an end. A project is required to produce defined outputs and realize specific outcomes in support of a public policy objective, within a clear schedule and resource plan. A project is undertaken within specific time, cost and performance parameters. (*Source: TBS Policy on the Management of Projects.*)
2. Unless specified otherwise, 'Government' is defined as a territorial, federal, state, provincial or municipal government body.
3. Unless specified otherwise, bidders may demonstrate experience in multiple criteria during the same time frame.
4. Bidders are advised that the experience is calculated as of the closing date of the RFP. For example, if a given requirement states, "The Bidder must have experience, within the last five years," then the five-year period is calculated as of the closing date of the RFP.
5. It is requested that references include the name of the organization, the contract number, a short description of the services provided, the name, title, e-mail address or telephone number of the organization's responsible manager, as well as the award date, expiry date and dollar value of each contract. It is the Bidder's responsibility to ensure that any information divulged is with the permission of the references provided.

6. The Bidder must have been the prime contractor, rather than a subcontractor. This means that the Bidder contracted directly with the customer of the work. If the Bidder's contract was to perform work which another entity had itself first contracted to perform, the Bidder will not be considered the prime contractor. For example, Z (customer) contracted with Y for services. Y, in turn, entered into a contract with X to provide all or part of these services to Z. In this example, Y is a prime contractor and X is a subcontractor.

**5. At Attachment 4.1 Bid Evaluation Criteria Workstream 2 - Project Management Services, Section 1.2 Bidder - Rated Criteria:**

Delete:

Item#	Bidder - Rated Criteria	Max Score	Point Scale	Bidder's Response (Reference to Résumé/Annex: Project #, Organization Name and number of months, page #)
R1	The Bidder should demonstrate that it provided services similar to those outlined in the Statement of Work (SOW) attached at Annex A, by providing up to 4 project descriptions involving Business Transformation in government or the private sector within the last 5 years.	<b>4</b>	1 project = 1 point 2 projects = 2 points 3 projects = 3 points 4 projects = 4 points	
R2	The Bidder should demonstrate its experience, over and above what is required in M5 above, in the delivery of business transformation projects. The projects must be government or private sector projects valued at greater than \$5M.	<b>3</b>	1 project more than M5 (i.e. a total of 3 projects) = 1 point 2 projects more than M5 (i.e. a total of 4 projects) = 2 points 3 projects more than M5 (i.e. a total of 5 projects) = 3 points	

Insert:

Item#	Bidder - Rated Criteria	Max Score	Point Scale	Bidder's Response (Reference to Résumé/Annex: Project #, Organization Name and number of months, page #)
R1	The Bidder should demonstrate that it provided services similar to those outlined in the Statement of Work (SOW) attached at Annex A, by providing up to 4 project descriptions involving Business Transformation in government or the private sector within the last 5 years. The projects must be valued at \$5M or more.	4	1 project = 1 point 2 projects = 2 points 3 projects = 3 points 4 projects = 4 points	
R2	The Bidder should demonstrate its experience, over and above what is required in M4 above, in the delivery of business transformation projects. The projects must be government or private sector projects valued at \$5M or more.	3	1 project more than M4 (i.e. a total of 3 projects) = 1 point 2 projects more than M4 (i.e. a total of 4 projects) = 2 points 3 projects more than M4 (i.e. a total of 5 projects) = 3 points	

## **QUESTIONS AND ANSWERS**

- Q11 RE: PART 3 - BID PREPARATION INSTRUCTIONS, 3.1 Bid Preparation Instructions, (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. A single bid may contain bids to be awarded a contract in one or more Workstreams. However, a bid may not contain a bid for a member of a bidding group to be awarded more than one contract in any given Workstream
- Does the Crown expect that a Bidder would provide one bid response per work stream? Or, does the Crown expect that a Bidder qualified to bid on each work stream and so chooses to bid on both work streams will submit one bid comprising the response to both work streams?
- A11 It is requested that Bidders submit a separate bid for each Workstream.
- Q12 RE: ATTACHMENT 4.1, BID EVALUATION CRITERIA, 1.2 Bidder – Rated Criteria, R3 for both WORKSTREAM 1 - BUSINESS SERVICES and WORKSTREAM 2 - PROJECT MANAGEMENT SERVICES.
- "The Bidder should demonstrate its capacity as a thought leader in overall Project Management with the Government of Canada or other national government, through the use of white papers, production of industry standards, the delivery of relevant practice specific disciplines such as Risk Management, Change Management, Performance Management, IT Security Guidance 33 (ITSG-33) or equivalent."
- 1 point for participation in the development of each of the following:
- (i) Risk Management;
  - (ii) Change Management;
  - (iii) Performance Management;
  - (iv) IT Security Guidance (ITSG-33);
  - (v) Published whitepaper.
- Maximum Score = 3
- Would the Crown please confirm that demonstrated expertise as a thought leader in overall Project Management with the Government of Canada or other national government, through the use of white papers in any three of the five areas (Risk Management, Change Management, Performance Management, IT Security Guidance 33 (ITSG-33) or equivalent) would result in the maximum score of three points?
- A12 Confirmed. Participation in the development in any three of the five areas would result in the maximum score of three points.
- Q13 For criteria M2, M4 and M5 (both work streams), if a bidder who is a Joint Venture chooses to partner with an affiliate company, would the Crown accept methodologies, certifications and referenced projects above \$ 5 M from:
- a. one of the JV member firms?
  - b. the affiliate who the JV is partnering with?
- A13 As specified in Part 1 – General Information, 1.2 Summary, paragraph (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.

In accordance with the above condition, a new Joint Venture cannot be formed to submit a bid for this requirement.

Joint Venture experience is defined in Part 3 – Bid Preparation Instructions, 3.1 (e) Joint Venture Experience.

Q14 For criterion M3 (both work streams), would the Crown accept equivalence in certification, e.g. ISO certification?

If the answer is yes, for a Joint Venture bidder who is partnering with an affiliate company, would the Crown accept equivalent certification from:

- a. one of the JV member firms?
- b. the affiliate who the JV is partnering with?

A14 M3 has been deleted from both Workstreams.

Q15 The Business Services Stream and the Project Management Stream appear to have duplicate criteria in both the mandatory and rated requirements. These requirements appear to reflect project management skill sets rather than business services. Is this an error?

A15 Please see A3 response of Solicitation Amd. No. 002..

Q16 Are there incumbents currently in place for these services at ESDC? If so, please provide the names of the firms, the length of these contracts and the values associated with these contracts.

A16 Please see A2 response of Solicitation Amd. No. 002.

Q17 The project value of \$5 million dollars sets an extremely high bar for organizations to meet and unfairly limits competition to only a few very large firms. Because this work will be for individual consultants on an "as-and-when required" basis, what value does Canada receive by limiting it to those few firms? Will ESDC consider reducing that project value to \$2 million dollars?

A17 ESDC cannot reduce the project value to \$2 million. The average cost of ESDC's projects is \$5.7 M. ESDC has the capacity to manage projects below the \$5 M threshold but lacks the quantity of project professionals to manage many large projects greater than \$5 M.

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**ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.**

**NOTE: A BID ALREADY SUBMITTED MAY BE AMENDED PRIOR TO THE CLOSING DATE. AMENDING CORRESPONDENCE MUST ADDRESS THE SOLICITATION NUMBER AND THE CLOSING DATE AND MUST BE ADDRESSED TO:**

**BID RECEIVING  
PUBLIC WORKS AND GOVERNMENT SERVICES CANADA  
PLACE DU PORTAGE, PHASE III  
MAIN LOBBY, ROOM 0A1  
11 LAURIER STREET  
GATINEAU, QUEBEC K1A 0S5**