

**RETURN BIDS TO:**  
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**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> 008
<b>Client Reference No. - N° de référence du client</b> G7898-130001	<b>Date</b> 2014-03-18
<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 2014-03-26</b>	<b>Time Zone</b> <b>Fuseau horaire</b> Eastern Daylight Saving Time EDT
<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> <b>Raison sociale et adresse du fournisseur/de l'entrepreneur</b>	
<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. 008

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

### **RFP REVISIONS:**

#### **1. At Attachment 4.1 Bid Evaluation Criteria, Workstream 1 - Business Services, 1.2 Bidder - Rated Criteria, R3:**

Delete: 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.

Insert: The Bidder should demonstrate its capacity as a thought leader in overall Project Management with the Government of Canada or other national **or provincial** government, through the **creation** 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.

#### **2. At Attachment 4.1 Bid Evaluation Criteria, Workstream 2 - Project Management Services, 1.2 Bidder - Rated Criteria, R3:**

Delete: 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.

Insert: The Bidder should demonstrate its capacity as a thought leader in overall Project Management with the Government of Canada or other national **or provincial** government, through the **creation** 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.

#### **3. At Attachment 4.1 Bid Evaluation Criteria, Workstream 2 - Project Management Services, 2.5 P.9 Project Manager, Release Manager - Level 2, M2:**

Delete: The proposed resource must have demonstrated experience establishing, supporting and leading Release Management on a minimum of 2 projects within the last 5 years, each valued at \$5M or more. For project experience to qualify, the proposed resource must have been on the project for a minimum duration of 12 months.

Insert: The proposed resource must have demonstrated experience establishing, supporting and leading Release Management on a minimum of 2 projects within the last **7** years, each valued at \$5M or more. For project experience to qualify, the proposed resource must have been on the project for a minimum duration of 12 months.

#### 4. At Attachment 4.1 Bid Evaluation Criteria, Workstream 2 - Project Management Services, 2.6 P.10 Project Scheduler - Level 2, R2:

Delete: The proposed resource should have demonstrated experience working within a Project Management Office, for large Information Technology (IT) projects, valued at \$5M or more.

Insert: The proposed resource should have demonstrated experience working within a Project Management Office **or with a project team, on** large Information Technology (IT) projects, valued at \$5M or more.

#### 5. At Solicitation Amd. No. 004, Questions and Answers, A29:

Delete: Contractors are often retained for a small segment of work within a transformation project. Although a contractor's work may be completed (past project), the transformation project itself may span multiple years and may not be completed and is considered ongoing.

For R3, experience may be demonstrated through past projects but not ongoing projects.

Insert: This criterion is not directly related to a specific project. The criterion will be amended to read as follows:

The Bidder should demonstrate its capacity as a thought leader in overall Project Management with the Government of Canada or other national or provincial government, through the creation 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, or equivalent.

## **QUESTIONS AND ANSWERS**

**Q55** In relation to Bidder Rated Criteria, R3, we have a few questions we would like to pose as we find the evaluation process difficult to understand. Given this we are also concerned that the weighting of this requirement (3 out of 10, with a minimum pass of 7) could lead to a vendor being non-compliant should they lose even one point on R1 or R2.

- a. In Bidder Rated Criteria, R3, the crown requests that "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.". Can the Crown please confirm that a vendor could show its capacity as a thought leader through the demonstration that the bidder has provided senior resources to the crown in the "relevant practice specific disciplines such as such as Risk Management, Change Management, Performance Management, IT Security Guidance 33 (ITSG-33) or equivalent". This would align with the SOW and 'as and when needed' supply process outlined within this contract and is our understanding based on the stated requirement.
- b. In Bidder Rated Criteria, R3, the Crown requests that "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 ..." Could the Crown please define what will be accepted as a "white paper"? Do these documents have to be available to the public? Created within the last 2 years? Published in hard copy? It is our experience that organizations produce documents of varying standards and types via different forums and therefore we are unsure of how this will be evaluated.
- c. In Bidder Rated Criteria, R3, the Crown requests that "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 ..." Could the crown please define how it will be determined that an organization has produced an "industry standard". Typically industry standards are created via the popular acceptance and adoption of the suggested standard, how will the crown measure this to determine scoring?

Based upon the points provided above, and the confirmation in questions Q25 and Q36 that this contract is purely a "as-and-when requested" support contract we ask that the Crown remove R3 entirely or provide clarity on the method, basis and definitions the Crown will use to evaluate this heavily weighted criteria with more specific guidance in order that Bidders may have the confidence that their response will not render their entire bid as non-compliant based upon underlying subjective evaluation criteria.

- A55**
- a. No the requirement remains unchanged.
  - b. These documents should have been published within the last 7 years by a credible governing body or practice group. An example would be white papers produced and published through PMI, or ITIL.
  - c. Industry standards are generally accepted requirements that are followed by members of an industry.

Q56 Re: criteria #3 - Amendment #4, question #29.

**Criteria R3 states:**

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.

We did not interpret this criteria as needing to be directly related to a single project. We interpreted the focus of this criteria to be on the use of white papers and standards delivery (etc.) in (3 of the 5) relevant disciplines stated above.

Would you please confirm that this criteria can be addressed based on the 5 items and does not need to be addressed in terms of a single project?

A56 This criterion is not directly related to a specific project.

Q60 For the project scheduler category, R2 (Workstream 2) requires the proposed project scheduler to have "...demonstrated experience working within a Project Management Office, for large Information Technology (IT) projects, valued at \$5M or more" in order to score points. Please confirm that projects will be accepted in cases in which a project scheduler resource has performed duties such as developing schedules/dashboards/WBS, and other related scheduling duties *with or on behalf of* a PMO.

A60 See RFP Revisions, Item 4. of Solicitation Amd. No. 008.

Q64 Amendment 4, Q29 suggested that project experience is enough to show that the vendor contributes to thought leadership and industry best practices. The answer A29 was unclear. Can the Crown please confirm that the requirement remains unchanged and that thought leadership can only be demonstrated "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?"

A64 See RFP Revisions, Item 5. of Solicitation Amd. No. 008.

Q73 In the rated, of the original document regarding Workstream 2, P.9 Project Manager – Release Manager, the crown asks for number of Projects vs number of months. Would the crown consider changing that requirement to # of months, as resources who spent long periods of time with one client on internal projects are unable to meet.

A73 M2 will be amended to read:

- The proposed resource must have demonstrated experience establishing, supporting and leading Release Management on a minimum of 2 projects within the last 7 years, each valued at \$5M or more.
- Q78 With regards to R3, Corporate rated criteria, both streams, IT Security Guidance (ITSG-33), would the crown accept experience that is on-going in addition to completed projects, as value resides in contributing to the living evolving document/protocol (ITSG-33) versus strictly legacy work?
- A78 This criterion is not directly related to a specific project.
- Q79 With regards to R3, Corporate rated criteria, both streams, thought leader in project management with the GoC or other National Governments, would the crown expand the definition of thought leader to include Provincial Governments as well, as the field of Project Management can be advanced in this domain and have tangible benefits to successfully managing IT projects?
- A79 Provincial governments for this criterion are acceptable.
- Q80 RE: Project Management Services, Corporate Mandatory, M6 (now M5)  
Requirement M6 (now M5) reads:  
"The Bidder must detail the PMO and business transformation methodologies, processes, support tools and/or templates (toolset) that it has used to establish and support a PMO on past government or private sector projects in order to demonstrate that it is able to support the provision of services outlined in the Statement of Work."  
The articles requested would constitute proprietary intellectual property for the client for whom the service was delivered, since they were developed and refined while resources were under contract. As such, most of these articles subject to non-disclosure and contractual ownership limitations. Will the Crown consider removing this requirement, or at a minimum limiting the response required to a high level description of the methodology, so as to limit and real or perceived infringement on intellectual property rights?
- A80 The crown is not interested in proprietary information but rather standard and accepted industry standards and practices, hence this requirement will remain unchanged.
- Q81 Section 2.0 Resource Mandatory and Rated Criteria P.9 Project Manager (Release Manager) Level 2 Rated Criteria R1 states 'in addition to the experience required in M2 above, the resource should have demonstrated experience within the last 15 years, in establishing, supporting and leading release management for a business transformation initiative integrating a COTS solution, for a minimum duration of 6 months'. Could the Crown please confirm that the total duration of the projects being used to demonstrate the experience for R1 must be a minimum of 6 months?
- A81 The resource must have worked on a project for a minimum of 6 months – a collection of projects that spans 6 months is not acceptable.
- Q82 For joint venture bids, the proposal states that:  
"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."

Is this requirement limited only to the demonstration of years of experience? As an example, for Bidder Criteria M2, could Firm X from a JV submit 1 project references and Firm Y from the JV submit a 2<sup>nd</sup> project reference?

- A82 No, it applies to projects as well. As stated in the definition, "...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."

#### **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**