

**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

**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**

|  |  |
|--|--|
| <b>Title - Sujet</b><br>DND Recruitment  |  |
| <b>Solicitation No. - N° de l'invitation</b><br>W5830-130004/A   | <b>Date</b><br>2014-05-02  |
| <b>Client Reference No. - N° de référence du client</b><br>W5830-13-0004   |  |
| <b>GETS Reference No. - N° de référence de SEAG</b><br>PW-\$\$CZ-002-65062   |  |
| <b>File No. - N° de dossier</b><br>cz002.W5830-130004  | <b>CCC No./N° CCC - FMS No./N° VME</b>   |
| <b>Solicitation Closes - L'invitation prend fin</b><br><b>at - à 02:00 PM</b><br><b>on - le 2014-05-20</b>   | <b>Time Zone</b><br><b>Fuseau horaire</b><br>Eastern Daylight Saving<br>Time EDT |
| <b>F.O.B. - F.A.B.</b><br><b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>   |  |
| <b>Address Enquiries to: - Adresser toutes questions à:</b><br>Ivany, Chris  | <b>Buyer Id - Id de l'acheteur</b><br>cz002                                      |
| <b>Telephone No. - N° de téléphone</b><br>(613) 993-0048 ( )   | <b>FAX No. - N° de FAX</b><br>(613) 949-1281                                     |
| <b>Destination - of Goods, Services, and Construction:</b><br><b>Destination - des biens, services et construction:</b><br>DEPARTMENT OF NATIONAL DEFENCE<br>45 SACRE COEUR BLVD<br>2nd Floor, Room C2101-85<br>Gatineau<br>Quebec<br>K1A0K2<br>Canada |  |

**Instructions: See Herein**

**Instructions: Voir aux présentes**

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

**Issuing Office - Bureau de distribution**

Communication Procurement Directorate/Direction de  
l'approvisionnement en communication  
360 Albert St. / 360, rue Albert  
12th Floor / 12ième étage  
Ottawa  
Ontario  
K1A 0S5

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

## **DND/CAF RECRUITMENT ADVERTISING AND MARKETING CAMPAIGN**

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**PART 1 - GENERAL INFORMATION****1. Introduction**

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

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

The Annexes include the Statement of Work, the Basis of Payment, the Federal Contractors Program for Employment Equity - Certification, the Technical and Financial Evaluation, the Task Authorization Form and the Evaluation Grid.

**2. Summary**

The Department of National Defence (DND) and the Canadian Armed Forces (CAF) require a Contractor to develop an innovative and integrative recruitment marketing and advertising strategy, as well as plan, manage and implement regional and national campaigns, activities and partnerships.

These services will be provided from the date of the contract until March 31, 2015 inclusively with the option to extend the period of the contract by up to three (3) additional one-year periods.

Bidders must provide a list of names, or other related information as needed, pursuant to section 01 of Standard Instructions 2003.

For services requirements, Bidders in receipt of a pension or a lump sum payment must provide the required information as detailed in article 3 of Part 2 of the bid solicitation.

The requirement is limited to Canadian goods and/or services.

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There is a Federal Contractors Program (FCP) for employment equity requirement associated with this procurement; see Part 5 - Certifications, Part 7 - Resulting Contract Clauses and the annex named Federal Contractors Program for Employment Equity - Certification.

### 3. Debriefings

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

## PART 2 - BIDDER INSTRUCTIONS

### 1. Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

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

The 2003 (2014-03-01) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

"Subsections 04 and 05 of Section 01, Integrity Provisions - Bid of Standard Instructions 2003 incorporated by reference above are deleted in their entirety and replaced with the following:

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 inform Canada in writing of any changes affecting the list of directors during this procurement process as well as during the contract period.

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 mentioned above within a specified time frame. Failure to provide such consent forms and associated information within the time frame provided, or failure to cooperate to the verification process, will result in the bid being declared non-responsive."

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

Delete: sixty (60) days

Insert: one hundred and twenty (120) days

### 2. Submission of Bids

Bids must be submitted only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation.

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

### 3. Former Public Servant

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. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

### 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 CAF or a former member of the Royal Canadian Mounted Police. A former public servant may be:

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

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

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

### Former Public Servant in Receipt of a Pension

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

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

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

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

### Work Force 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:

- a. name of former public servant;
- b. conditions of the lump sum payment incentive;

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- c. date of termination of employment;
  - d. amount of lump sum payment;
  - e. date of pay on which lump sum payment is based;
  - f. period of lump sum payment including start date, end date and number of weeks;
  - g. number and amount (professional fees) of other contracts subject to the restrictions of a work force 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.

#### **4. Enquiries - Bid Solicitation**

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

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

#### **5. Applicable Laws**

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

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

#### **6. Basis for Canada's Ownership of Intellectual Property**

DND has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, on the following grounds: where the material developed or produced consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

### **PART 3 - BID PREPARATION INSTRUCTIONS**

#### **1. Bid Preparation Instructions**

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

- Section I: Technical Bid (5 hard copies)  
Creative samples (1 electronic copy on USB)
- Section II: Financial Bid (1 hard copies)
- Section III: Certifications (1 hard copies)

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

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

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

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

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process Policy on Green Procurement

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

To assist Canada in reaching its objectives, bidders should:

1. use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and
2. use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

### **Section I: Technical Bid**

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

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

### **Section II: Financial Bid**

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

#### **Payment of Invoices by Credit Card**

Canada requests that bidders complete one of the following:

- ( ) Government of Canada Acquisition Cards (credit cards) will be accepted for payment of invoices.

The following credit card(s) are accepted:

- ( ) VISA
- ( ) MasterCard

- OR

- ( ) Government of Canada Acquisition Cards (credit cards) will not be accepted for payment of invoices.

The Bidder is not obligated to accept payment by credit card. Acceptance or credit cards for payment of invoices will not be considered as an evaluation criterion.

### **Section III: Certifications**

Bidders must submit the certifications required under Part 5.

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## **PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION**

### **1. Evaluation Procedures**

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

#### **1.1 Technical Evaluation**

Mandatory and point rated technical evaluation criteria are included in Annex "D".

#### **1.2 Financial Evaluation**

Financial evaluation criteria are included in Annex "D"

### **2. Basis of Selection**

1. To be declared responsive, a bid must:
  - (a) comply with all the requirements of the bid solicitation;
  - (b) meet all mandatory criteria; and
  - (c) obtain the required minimum points specified for each criterion for the technical evaluation;

The rating is performed on a scale of 750 points.

Bids not meeting (a), (b) and (c) will be declared non-responsive.

2. The evaluation will be based on the highest responsive combined rating of technical merit and price. The ratio will be 80% for the technical merit and 20% for the price.
3. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 80%.
4. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 20%.
5. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.

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

## **PART 5 - CERTIFICATIONS**

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

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

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority may render the bid non-responsive or constitute a default under the Contract.

### **1. Certifications Required Precedent to Contract Award**

## 1.1 Integrity Provisions - Associated Information

By submitting a bid, the Bidder certifies that the Bidder and its Affiliates are in compliance with the provisions as stated in Section 01 Integrity Provisions - Bid of Standard Instructions 2003. The associated information required within the Integrity Provisions will assist Canada in confirming that the certifications are true.

## 1.2 Federal Contractors Program for Employment Equity - Bid Certification

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

## 2. Additional Certifications Required Precedent to Contract Award

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

### 2.1 Canadian Content Certification

2.1.1 *SACC Manual* clause A3050T (2010-01-11) Canadian Content Definition.

### 2.2 Status and Availability of Resources

2.2.1 *SACC Manual* Clause A3005T (2010-08-16) - Status and Availability of Resources

### 2.3 Education and Experience

2.3.1 *SACC Manual* clause A3010T (2010-08-16) Education and Experience

### 2.4 Capability of Resources

Solicitation No. - N° de l'invitation

W5830-130004/A

Amd. No. - N° de la modif.

File No. - N° du dossier

cz002W5830-130004

Buyer ID - Id de l'acheteur

cz002

CCC No./N° CCC - FMS No/ N° VME

W5830-13-0004

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The Bidder or Joint Venture entity certifies that it has in-house resources capable of meeting roles and responsibilities (as outlined in Annex "A") of the following categories of service, which are not being evaluated:

Account Management  
Account Coordination  
Partnerships Strategy and Direction  
Public Relation Strategy and Direction  
Graphic Design  
Copy Writing (English and French)  
Copy Editing (English and French)  
Translation and Adaptation  
Proofreading (English and French)  
Production Management  
Production Coordination Services  
Media Research  
Media Planning and Coordination  
Media Distribution (Trafficking)

( ) YES ( ) NO

## 2.5 Notes to Contractor - Exclusivity Provision

a. The Bidder acknowledges and agrees that under the Agency of Record Contract of the Government of Canada for the provision of media placements and related services, contract number EP361-091572/001/CZ, the Bidder, its parent corporation, its subsidiary corporation and anybody corporate of the Supplier's immediate family shall not be eligible to bid for any federal government procurement contracts relating to advertising during the term of contract EP361-091572/001/CZ or of any extension thereof.

The Bidder acknowledges and agrees that under the contract EP361-091572/001/CZ, the Supplier's senior officials will disclose all real and potential conflicts of interest by written notice to the Contracting Authority under that contract.

The Bidder acknowledges and agrees that any subcontractor to the Bidder under contract EP361-091572/001/CZ is subject to the same conditions and restrictions as the Bidder under the contract EP361-091572/001/CZ.

Therefore, the Bidder certifies that it is not the Bidder under contract EP361-091572/001/CZ, a parent corporation, a subsidiary corporation or anybody corporate of the Supplier's immediate family or a subcontractor subject to the same conditions and restrictions of the said bidder under contract EP361-091572/001/CZ. Any certification made by the Bidder that is untrue, whether made knowingly or unknowingly, or failure to comply with the conditions and restrictions mentioned above before or after contract award, or failure to comply with the request of the Contracting Authority for additional information will render the bid non-responsive and any resulting contract will be terminated for default.

The following definitions apply to the above provisions:

"PARENT" means, in relation to the bidder under the Agency of Record contract EP361-091572/001/CZ, a body corporate of which they said bidder under the Agency of Record contract EP361-091572/001/CZ is a subsidiary within the meaning of subsection 2(5) of Canada's Business Corporations Act, RSC c C-44.

"SUBSIDIARY" means, in relation to the bidder under the Agency of Record contract EP361-091572/001/CZ, a body corporate within the meaning of subsections 2(3) and 2(5) of Canada's Business Corporations Act, RSC c C-44, and for the purposes of the Agency of Record contract EP361-091572/001/CZ, also includes those with a less than 50% ownership.

"FEDERAL GOVERNMENT PROCUREMENT CONTRACTS" means a contract as defined under the Government Contracts Regulations entered into by institutions identified in Schedule I, I.1 and II of the Financial Administration Act, unless excluded by specific acts, regulations or Orders in Council.

"BODY CORPORATE OF THE BIDDER'S IMMEDIATE FAMILY" means a body corporate (including subsidiaries) that has the same parent as the bidder under the Agency of Record contract EP361-091572/001/CZ or means a body corporate that does not operate but acquires and hold shares or a controlling interest in the bidder under the Agency of Record contract EP361-091572/001/CZ.

"RELATING TO ADVERTISING" means all activities involved in the purchase, by or on behalf of Canada, for the development and production of advertising campaigns and associated purchases of space or time in print or broadcast media, or in other mass media, such as digital, cinema or out-of home advertising.

"CONFLICT OF INTEREST" means any direct or indirect personal or financial interest, relationship, activity, situation or circumstance as a result of which the bidder under the Agency of Record contract EP361-091572/001/CZ is unable or may appear unable to provide impartial and objective assistance, advice or services to Canada.

## **PART 6 - FINANCIAL REQUIREMENTS**

### **1. Financial Capability**

Manual SACC clause A9033T (2012-07-16) Financial Capability

## **PART 7 - RESULTING CONTRACT CLAUSES**

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

### **1. Statement of Work**

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A".

#### **1.2 Task Authorization**

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.

##### **1.2.1 Task Authorization Process**

1. The Project Authority will provide the Contractor with a description of the task using the "Task Authorization" form specified in Annex E.
2. The Task Authorization (TA) will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission

dates for the deliverables. The TA will also include the applicable basis(bases) and methods of payment as specified in the Contract.

3. The Contractor must provide the Project Authority, within three (3) calendar days of its receipt, the proposed total estimated cost for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract.
4. The Contractor must not commence work until a TA authorized by the Project Authority has been received by the Contractor. The Contractor acknowledges that any work performed before a TA has been received will be done at the Contractor's own risk.

### 1.2.2 Task Authorization Limit

The Project Authority may authorize individual task authorizations up to a limit of \$500,000.00, Applicable Taxes included, inclusive of any revisions.

Any task authorization to be issued in excess of that limit must be authorized by the Project Authority and Contracting Authority before issuance.

### 1.2.3 Minimum Work Guarantee - All the Work - Task Authorizations

1. In this clause, "Maximum Contract Value" means the amount specified in the "Limitation of Expenditure" clause set out in the Contract; and "Minimum Contract Value" means \$10,000.00.
2. 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 paragraph 3. 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.
3. In the event that Canada does not request work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

### 1.2.4 Task Authorization - Department of National Defence

The administration of the Task Authorization process will be carried out by ADM(PA)/DGM/DMA. This process includes monitoring, controlling and reporting on expenditures of the contract with task authorizations to the Contracting Authority.

## 2. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

### 2.1 General Conditions

2035 (2014-03-01), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

## 3. Term of Contract

### 3.1 Period of the Contract

The period of the Contract is from date of Contract to March 31, 2015.

### 3.2 Option to Extend the Contract

Solicitation No. - N° de l'invitation

W5830-130004/A

Amd. No. - N° de la modif.

File No. - N° du dossier

cz002W5830-130004

Buyer ID - Id de l'acheteur

cz002

CCC No./N° CCC - FMS No/ N° VME

W5830-13-0004

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The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to three (3) additional one (1) year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least thirty (30) calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

### 3.3 Optional Services

The Contractor grants to Canada the irrevocable option to acquire the services described at Annex "A", section A.12.4 Media Services of the Contract under the same conditions and at the prices and/or rates stated in the Contract. The option may only be exercised by the Contracting Authority and will be evidenced, for administrative purposes only, through a contract amendment.

The Contracting Authority may exercise the option at any time before the expiry of the Contract by sending a written notice to the Contractor.

## 4. Authorities

### 4.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Chris Ivany  
Public Works and Government Services Canada  
Acquisitions Branch  
Address: 360 Albert Street, 12th Floor, Ottawa ON, K1A 0S5

Telephone: 613-993-0048  
E-mail address: christopher.ivany@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.

### 4.2 Project Authority

The Project Authority for the Contract is:

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_

Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_\_  
Facsimile: \_\_\_\_-\_\_\_\_-\_\_\_\_\_  
E-mail address: \_\_\_\_\_

In its absence, the Project Authority is:

Name: \_\_\_\_\_

Solicitation No. - N° de l'invitation

W5830-130004/A

Amd. No. - N° de la modif.

File No. - N° du dossier

cz002W5830-130004

Buyer ID - Id de l'acheteur

cz002

CCC No./N° CCC - FMS No/ N° VME

W5830-13-0004

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_\_

Facsimile: \_\_\_\_-\_\_\_\_-\_\_\_\_\_

E-mail address: \_\_\_\_\_

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

#### 4.3 Contractor's Representative

The Contractor's Representative for the Contract is:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_\_

Facsimile: \_\_\_\_-\_\_\_\_-\_\_\_\_\_

E-mail address: \_\_\_\_\_

#### 5. Proactive Disclosure of Contracts with Former Public Servants

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

#### 6. Payment

##### 6.1 Basis of Payment

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work specified in the authorized Task Authorization (TA), as determined in accordance with the Basis of Payment Annex B, to the limitation of expenditure specified in the authorized TA.

Canada's liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are excluded and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA 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 authorized, in writing, by the Contracting Authority before their incorporation into the Work.

##### 6.2 Limitation of Expenditure - Cumulative Total of all Task Authorizations

1. Canada's total liability to the Contractor under the Contract for all authorized Task Authorizations (TAs), inclusive of any revisions, must not exceed the sum of \$ \_\_\_\_\_. Customs duties are excluded and Applicable Taxes are extra.

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2. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
  3. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
    - (a) when it is 75 percent committed, or
    - (b) four (4) months before the contract expiry date, or
    - (c) as soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions,
 whichever comes first.
  4. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

### **6.3 Method of Payment**

#### **6.3.1 Monthly Payment**

SACC Manual Clause H1008C (2008/05/12) Monthly Payment

### **6.4 SACC Manual Clauses**

SACC Manual Clause A9117C (2007-11-30) - T1204 - Direct Request by Customer Department

### **6.5 Discretionary Audit**

SACC Manual Clause C0705C (2010-01-11) - Discretionary Audit

### **6.6 Time Verification**

SACC Manual Clause C0711C (2008-05-12) - Time Verification

## **7. Invoicing Instructions**

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

Each invoice must be supported by:

- (a) category of services and names of resources, number of hours per category and hourly rates;
- (b) a copy of time sheets to support the time claimed;
- (c) a copy of the release document and any other documents as specified in the Contract;
- (d) a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- (e) a copy of the monthly progress report.

2. Invoices must be distributed as follows:

- (a) The original and one (1) copy must be forwarded to the Project Authority identified under the section entitled "Authorities" of the Contract.
- (b) One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

## **8. Certifications**

### **8.1 Compliance**

The continuous compliance with the certifications provided by the Contractor in its bid and the ongoing cooperation in providing associated information are conditions of the Contract. Certifications are subject to verification by Canada during the entire period of the Contract. If the Contractor does not comply with any certification, fails to provide the associated information, or if it is determined that any certification

made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

### **8.2 Federal Contractors Program for Employment Equity - Default by the Contractor**

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-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 ESDC will constitute the Contractor in default as per the terms of the Contract.

### **9. Applicable Laws**

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

### **10. Priority of Documents**

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

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2014-03-01);
- (c) Annex A, Statement of Work ;
- (d) Annex B, Basis of Payment;
- (e) Annex C, Federal Contractors Program for Employment Equity - Certification (if applicable);
- (f) the signed Task Authorizations (including all of its annexes, if any);
- (g) the Contractor's bid dated \_\_\_\_\_,

### **11. Insurance**

SACC Manual clause G1005C (2008/04/28) Insurance

### **12. Commercial General Liability Insurance**

1. 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.
2. 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.

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- 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. Non-Owned Automobile Liability - Coverage for suits against the Contractor resulting from the use of hired or non-owned vehicles.
  - n. Advertising Injury: While not limited to, the endorsement must include coverage piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.
  - o. All Risks Tenants Legal Liability - to protect the Contractor for liabilities arising out of its occupancy of leased premises.
  - p. Litigation Rights: Pursuant to subsection 5(d) of the Department of Justice Act, S.C. 1993, c. J-2, s.1, if a suit is instituted for or against Canada which the Insurer would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgement of receipt.

**For the province of Quebec, send to:**

Director Business Law Directorate,  
Quebec Regional Office (Ottawa),  
Department of Justice,  
284 Wellington Street, Room SAT-6042,  
Ottawa, Ontario, K1A 0H8

**For other provinces and territories, send to:**

Senior General Counsel,  
Civil Litigation Section,  
Department of Justice  
234 Wellington Street, East Tower  
Ottawa, Ontario K1A 0H8

A copy of the letter must be sent to the Contracting Authority. Canada reserves the right to co-defend any action brought against Canada. All expenses incurred by Canada to co-defend such actions will be at Canada's expense. If Canada decides to co-defend any action brought against it, and Canada does not agree to a proposed settlement agreed to by the Contractor's insurer and the plaintiff(s) that would result in the settlement or dismissal of the action against Canada, then Canada will be responsible to the Contractor's insurer for any difference between the proposed settlement amount and the amount finally awarded or paid to the plaintiffs (inclusive of costs and interest) on behalf of Canada.

**13. Restrictive Provision**

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The Contractor represents and warrants that no gift, benefit or any pecuniary advantage or other inducement has been or will be paid, given, promised or offered directly or indirectly to the Contractor by any third party, including media outlets in relation to the performance of the Work.

#### **14. Conflicting Interests**

Subject to subsection (2), the Contractor represents, warrants and shall ensure that, to its knowledge, the services to be provided pursuant to the Contract (the "services") are not creating, and will not create, during the course of the Contract period, a conflict with competing or opposing interests of the Contractor.

Where the Contractor is aware that the services are or may be in conflict with competing or opposing interests of the Contractor, the Contractor shall identify the potentially competing services and interests involved, and forthwith offer an explanation setting out the reasons why the situation would not represent a conflict of interest.

Where Canada becomes aware that the services are or may be in conflict with competing or opposing interests of other clients of the Contractor, Canada shall inform the Contractor of this situation, requesting an explanation setting out the reasons why the situation would not represent a conflict of interest.

Following a review of the Supplier's explanation, Canada may accept or reject the explanation, at the sole discretion of Canada. Canada shall deliver his decision in writing. The Contractor shall have a ten (10) working day period, from the date of receipt of the Canada's decision, to submit either a supplementary or an alternate explanation. Following a review of the Supplier's supplementary or alternate explanation, if any, Canada may either accept and agree with this supplementary or alternate explanation, or, at the sole discretion of Canada, proceed to the measures set out in subsection (5).

Where Canada rejects the Supplier's initial explanation (or supplementary or alternate explanation, if any) referred to in subsection (4), Canada will set aside any Contract and treat any resulting contract against a Contract as being in default.

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## **ANNEX "A"**

### **STATEMENT OF WORK**

#### **1. INTRODUCTION**

The Department of National Defence (DND) and the Canadian Armed Forces (CAF) require a Contractor to develop an innovative and integrative recruitment marketing and advertising strategy, as well as plan, manage and implement regional and national campaigns, activities and partnerships.

#### **2. BACKGROUND**

The Department of National Defence's Assistant Deputy Minister (Public Affairs), through the Director General, Marketing (DGM) and Director, Marketing and Advertising (DMA), is responsible for the effective management and implementation of CAF recruitment marketing and advertising initiatives.

DND has the mandate to support the recruitment efforts and objectives of the CAF by maintaining a high level of awareness about the CAF, promoting the CAF as an employer of choice and dispelling myths about life in the CAF using marketing and advertising strategies and tactics.

In the past, the CAF has been in growth mode in order to build its capacity to meet the needs of its military operations. To meet this objective of capacity building, DND/CAF launched the nationwide recruitment advertising campaign Fight in 2006 to generate awareness for the numerous and diverse career opportunities available in the CAF.

Over the years, the Fight series included four television advertisements each focusing on a specific Fight theme (international missions, domestic operations, Arctic support and offshore patrols). They continued to raise awareness of the variety of career opportunities available in the CAF and motivate Canadians to seek more information.

In 2010, the Priority Occupations campaign was launched. The objective of this campaign was to fill in-demand positions in the CAF as quickly as possible in order to maintain its operational capability. The television advertisements featured CAF members and their testimonials with the goal of reinforcing the message that the CAF is an employer of choice and dispelling myths about life in the CAF.

In addition to television advertisements, all campaigns comprised a comprehensive marketing mix including print, out-of-home, radio, Web, cinema and videos.

With a large bank of creative from which to draw, DND/CAF has maintained a continuous flow of advertising from year to year, selecting advertisements and media tactics to meet current objectives. All campaign elements promote a call-to-action that drives the target audience to FORCES.CA, a content-rich source of information about careers, education and life in the CAF.

DND/CAF has identified a cycle that indicates focus of effort throughout the year on various target audiences. As such, there is an increase in intensity and frequency in advertising during the academic year (August to April) because secondary and post-secondary school graduates are an important target market for CAF recruitment.

Additionally, all recruitment marketing follows an Integrated Marketing Approach. This approach prescribes uniform messaging and common look and feel across all DND/CAF recruitment channels, including advertising and marketing campaigns, FORCES.CA, recruiting centres, exhibits and displays, events and recruitment support products.

Moving forward, the focus of advertising messaging will shift with the evolving focus of Canada's military. Ongoing recruitment continues to be the priority and the emphasis will change to accurately reflect the reality of life in the CAF. As Fight portrays the CAF with a combat focus, and Priority Occupations promotes specific careers, future campaigns will showcase the CAF's lifestyle with an emphasis on the recruitment of women.

The lifestyle message will demonstrate that a career in the CAF is a good career option for women and should dispel myths.

### 3. OBJECTIVES

The requested CAF advertising will:

- Increase the level of attraction of serious and quality candidates, especially among the target age group of 18 to 34, who would consider a full- or part-time military career;
- Motivate a greater number of young Canadians of all races, gender and background to contact a CAF recruiter - through FORCES.CA, the e-recruiting website, the 1-800 telephone line, or by going to a CAF recruiting centre or a Reserve unit;
- Encourage more women to seek out information on various job opportunities with the CAF;
- Maintain the awareness of the CAF;
- Ensure that the CAF brand remains visible and credible.

Other objectives may be determined by the Project Authority (PA) depending on the campaign and target audience(s). The Contractor shall deliver services to achieve these objectives on an as-and-when-required basis. The Contractor will be authorized to perform particular tasks and submit appropriate deliverables by Task Authorizations (TA's) pursuant to the resulting contract.

#### 3.1 Tone

The advertising and marketing will:

- Be straight forward and informative; and
- Maintain the realism portrayed in past advertisements and marketing products for all new creative; and
- Be tailored to the various socio-cultural and demographic groups.

### 4. EXPECTED RESULTS

Over the next 5 years, the CAF expect to have to recruit approximately 4,200 full and 5,600 part-time service personnel per year and increase the number of new women recruits from 14.73% to 25.1% by 2017.

To be considered successful, the marketing and advertising campaigns are intended to:

- Maintain the awareness of the CAF mission and employment opportunities.
- Persuade, in a cost-effective way, a greater number of potential applicants to find out more about a career in the CAF.

### 5. CAMPAIGN MESSAGES

All messages for each advertising and marketing campaign must be consistent with the annual CAF Marketing Approach produced by DMA. Some of the existing messages, which the CAF uses in its communication and public affairs activities and products, are found below.

These messages may be modified during the course of the contract. Key recruiting messages are:

- The CAF is a first-class, professional employer that offers rewarding and challenging careers with competitive pay and benefits;
- A career with the CAF can take many forms: long-term or short-term; full-time or part-time;
- There are more than 100 different career opportunities in the CAF;
- The CAF is an inclusive workplace that is working to reflect Canadian society -men and women from all ethnic and cultural backgrounds are welcome.

Other messages may be determined by the PA depending on the campaign and target audience(s).

## 6. TARGET AUDIENCES

The target audiences for CAF recruitment comprise two distinct groups:

- Primary target audience: Canadians 18 to 34 years old
  - 18 to 24 years old with high school or college degree, who are interested in risk and adventure, with a focus on recruiting women;
  - 25 to 34 years old enrolled in post-secondary institutions, and college and university graduates who seek to find employment that meets their desire to serve their community and/or country, with a focus on recruiting women;
- Secondary target audience: Influencers and Intermediaries
  - Influencers: parents, career counsellors, coaches, other individuals who play a role in the career decisions of the target audiences;
  - Intermediaries: organizations working in partnership with the CAF for recruitment purposes.

### 6.1 Primary Target Audience - Canadians 18 to 34 Years Old

This primary target audience is segmented by life stage with tailored messaging to address their unique motivations and barriers:

#### Aboriginal Peoples

- Education and leadership training
- Career opportunities
- Inclusive workplace

#### Women

- Job satisfaction
- Education opportunities
- Sense of purpose

#### Visible Minorities

- Good salary and benefits
- Interesting, exciting and challenging work
- Opportunity to distinguish oneself
- Education and leadership training

#### Health Services Students and Professionals

- Work with advanced medical equipment
- Work-life balance
- Work in a variety of environments

#### High School Seniors

- Excitement / new adventures
- High technology
- Good pay / good job

**University and College Students (in program)**

- High technology
- Career opportunities
- Leadership / make a difference

**Career Changers**

- Career opportunities
- Do something different / make a difference
- Invest in me: training and leadership

**University and College Graduates**

- Career opportunities
- Do something different
- Interesting, exciting and challenging work

**6.2 Secondary Target Audience - Influencers and Intermediaries**

This audience is composed of adults, between 30 and 60 years of age, and includes parents, family members, educators, guidance counsellors and community leaders. More often these groups are reached through direct contact by local recruiters, however DND/CAF also seeks to develop new mechanisms with targeted messaging to establish and build relationships with this audience.

**Parents and Family**

- Reassurance that a career in the CAF will be positive for the family

**Educators and Guidance Counsellors**

- Information and clear explanations of career benefits, program options and admission requirements
- Objective information (pros and cons)

**Community Leaders (including Aboriginal and visible minority leaders)**

- Information about leadership training and education opportunities

**Intermediaries**

- Currently the CAF does not have such an audience but is looking at developing it starting in 2014-2015.

In 2014-2015, a special emphasis will be placed on diversity audiences (women, Aboriginal Peoples, visible minorities and their influencers).

**7. REQUIREMENT, DELIVERABLES, TASKS AND SERVICES, AND PROJECT SCHEDULE****7.1 Requirement**

DND/CAF requires a Contractor to develop an innovative and integrative strategy, as well as plan, manage and implement regional and national advertising campaigns, supported by marketing and/or partnership activities. Previous advertising campaigns that the DND/CAF have undertaken have normally included a wide variety of media including television, radio, print, out-of-home, cinema and digital media. Recent campaigns have also included partnerships where DND/CAF messages are extended through paid avenues with different media, e.g. editorial content, fitness videos, interview capsules, etc. In the future, DND/CAF is looking to develop a strategy that includes other partners beyond media.

The Contractor may be working under very short timeframes. No rush charges will be paid, as it is understood that this is the nature of the work.

## 7.2 Deliverables

For each campaign, DND/CAF will require the development of a strategy, planning, creative development, management, implementation and post-campaign evaluation and reporting for all elements of the campaign. For each campaign, the specific requirements and deliverables will be outlined in detailed TA's.

Note: Public opinion research does not form part of this requirement and will be contracted separately by the Government of Canada.

## 7.3 Project Schedule

The Contractor shall provide services to meet the DND/CAF's objectives within four (4) distinct periods of the contract:

1. Initial contract period: From contract award date to March 31, 2015
2. Option Period 1: From April 1, 2015 to March 31, 2016
3. Option Period 2: From April 1, 2016 to March 31, 2017
4. Option Period 3: From April 1, 2017 to March 31, 2018

Expected media placement for FY2014-15 is \$2M.

## 8. WORK AND CONTRACT CONSTRAINTS

DMA will be the main point of contact for the selected advertising Contractor.

Prospective contractors must be aware of the following constraints that will affect how the work must be done:

### 8.1 Policies and Acts

To ensure the integrity and efficacy of Government of Canada advertising, the Contractor must provide services and produce materials in compliance with the administrative policies of the Government of Canada issued by the Treasury Board Secretariat (TBS), including, but not exclusive to the following:

The *Communications Policy of the Government of Canada* to ensure that communications across the Government of Canada are well coordinated, effectively managed and responsive to the diverse information needs of the public – [www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12316](http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12316);

The *Federal Identity Program (FIP) Policy* (paragraph 5 (6) and Appendix A, sub-sections 3.2 and 3.3) to ensure that advertising design and presentation conform to the requirements – [www.tbs-sct.gc.ca/pubs\\_pol/sipubs/tb\\_fip/fip-pcim2\\_e.asp#polic](http://www.tbs-sct.gc.ca/pubs_pol/sipubs/tb_fip/fip-pcim2_e.asp#polic);

The *Contracting Policy* to ensure the quality and value of the work they contract out – [www.tbs-sct.gc.ca/pubs\\_pol/dcgpubs/Contracting/contractingpol\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/Contracting/contractingpol_e.asp);

The *Official Languages Act* (Sections 11 and 30) to ensure compliance in all advertising. Moreover, institutions must respect the Government of Canada's commitment stated in Part VII of the Act to enhance the vitality of official language minority communities –

[www.tbs-sct.gc.ca/pubs\\_pol/hrpubs/OffLang/dolr1\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/OffLang/dolr1_e.asp);

The *Privacy Act* to ensure proper privacy practices are incorporated and respected in the handling of personal information – [www.priv.gc.ca/leg\\_c/leg\\_c\\_a\\_e.cfm](http://www.priv.gc.ca/leg_c/leg_c_a_e.cfm);

The Contractor must maintain financial records in support of the Canadian Armed Forces and the Department of National Defence's responsibilities under the *Financial Administration Act* available at <http://laws-lois.justice.gc.ca/> and provide information in support of Canadian Armed Forces and the Department of National Defence's responsibilities under the *Access to Information Act*;

The *Standard on Web Accessibility* to ensure conformance with *Web Content Accessibility Guidelines* (WCAG) 2.0 ([www.w3.org/TR/WCAG20](http://www.w3.org/TR/WCAG20)) –

[www.tbs-sct.gc.ca/pol/doc-eng.aspx?section=text&id=23601](http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?section=text&id=23601).

Guideline for External Use of Web 2.0 available at:  
<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=24835&section=text> to ensure social media use complies with the legislation and communications-related Treasury Board policies listed above

## 8.2 Project Authority and Approval Process

The PA resides with the Director, Marketing and Advertising (DMA), which is part of the Assistant Deputy Minister (Public Affairs) at DND, or her designate. DMA will be the main point of contact for the selected advertising Contractor.

- The PA is responsible for seeking approvals from Government of Canada central organizations as well as from relevant groups and senior management within the CAF and the DND as well as receiving all final deliverable materials and verifying that value for money has been obtained.
- All phases of development of marketing strategies, campaign plans, branding or creative development should be vetted through DMA, who must also consider the advice of key departmental stakeholders involved in recruiting;
- Final approval of creative products such as advertisements or campaign plans cannot be obtained until DMA signs off on these respective items.

Long lead-time for the approval of major initiatives such as new creative or marketing strategies is required. This will ensure that the PA informs Departmental stakeholders of key marketing decisions as well as comply with regulations regarding approvals for Government of Canada advertising campaigns. Specifically:

- Prior to execution, advertising plans and strategies for campaigns must be submitted to the Privy Council Office (PCO) for which the agenda may or may not be able to accommodate last-minute presentations;
- The Contractor may be asked to provide presentation materials and/or to make presentations for this purpose. The Contractor must take into consideration at least a three-week period for client approvals on each major milestone/deliverable in the campaign or creative development process.

The Contractor All media placements or amendments to the placements are subject to prior authorization by Public Works and Government Services Canada (PWGSC). In addition, material must not be forwarded to media outlets prior to receiving the Agency of Record's (AOR) e-mail acknowledgement of receipt of the work authorization (WA) and list of media outlets purchased, as applicable

Note that traffic instructions and the list of traffic contacts are the responsibility of the Contractor.

It is the responsibility of the Contractor to facilitate and maintain regular communication with the PA. The Contractor is to immediately notify the PA of any issues, problems, or areas of concern in relation to any work completed under the contract.

## 8.3 Reporting Standards and Communications

The Contractor shall report as follows to the PA:

- Weekly status reports detailing all projects being worked on indicating current status, next steps, agency teams, and due dates;
- Contact reports (as required) detailing overall discussion points and decisions;
- Monthly budget control reports, including overall summary of costs incurred to date on each planned project and forecasted final projected cost as compared to estimates and overall budgets. All financial reports shall be prepared in accordance with Generally Accepted Accounting Principles (GAAP);
- Post campaign reports as required;
- Post-mortem report linked to the campaign objectives summarizing the planning, development and implementation of the entire campaign, including results, lessons learned, recommendations, etc.

In addition to the timely submission of all deliverables and fulfillment of obligations specified within each phase of the project, it is the responsibility of the Contractor to facilitate and maintain regular communication with the PA and to immediately notify the PA of any issues, problems, or areas of concern in relation to any work undertaken under the Contract, as they arise. Finally, the Contractor will respond to requests from the PA within twenty four (24) hours or less of receiving the request.

Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation and results of work, to ensure that the project is progressing well and in accordance with expectations. Communication may include: phone calls, electronic mail, faxes mailings and meetings.

#### 8.4 Creative Constraints

- The Contractor must consider existing creative artwork, in conjunction with the PA, to determine what, if any, can/should be used in new campaign(s).
- Advertisements should refer to and/or identify the CAF recruitment website, as FORCES.CA, and applicable contact information according to established CAF and DND procedures. These will be provided to the Contractor by the PA.
- The Contractor must consult with the PA regarding the depiction of minority groups such as women, visible minorities, and Aboriginal persons. The Contractor must ensure that creative approaches show sensitivity to cultural differences.
- All television and cinema advertisements must contain the Canada Wordmark, preceded with the approved animation of the flag symbol as the last image of the advertisement, and the image must remain on the screen for 4 seconds.
- All television, cinema and radio advertisements must end with the narration: "A message from the Government of Canada" followed by the approved musical signature (first four notes of "O Canada," lasting 1.5 seconds) in the language of the advertisement.
- For television and cinema advertisements, the voice-over must be announced over a static screen image of the Canada Wordmark by itself and be at least 2.5 seconds in duration.
- All digital and print advertisements, as well as marketing/partnership materials, must contain the appropriate Federal Identity Program (FIP) corporate signature, as well as the Canada Wordmark and any other Government of Canada logo or symbol, as required.
- The Contractor may be required to produce ads in ethnic or Aboriginal languages, as requested by the PA.

#### 8.5 Media Plan Constraints

The Contractor must develop media plans in compliance with Sections 11 and 30 of the Official Languages Act by taking into account the linguistic characteristics of various regions of Canada. Where a federal institution is engaged in communications with members of the public, it shall communicate by using such media of communication as will reach members of the public in the official language of their choice in an effective and efficient manner that is consistent with the purposes of the Act.

In addition to producing advertisements in both official languages, the Contractor may be required to have the creative translated and adapted in other languages from Canada's main ethno-cultural groups during certain campaigns. Should an Aboriginal component be required, the Contractor would need to work closely with the Aboriginal Contractor selected.

When implementing the media plan approved by the PA, the Contractor must coordinate its activities with the AOR for all media placements, and use the Government of Canada media planning templates and cost guides. As well, the Contractor must submit a written strategy for all broadcast and SEM media buys.

## 8.6 Advertising Campaign Evaluation

If requested, the Contractor must provide information and materials to other Contractors of the Government of Canada to test advertising campaign creative concepts as well as to evaluate audience impact.

The success of the advertising will be measured based on: behaviour objectives; knowledge objectives; and belief objectives, including:

- Awareness/recall of campaign;
- Increase in number of Canadians (e.g. target audiences) who have proceeded to the CAF recruiting centres during advertising campaigns;
- Increased number of Canadians who have visited FORCES.CA and/or who have called the 1-800 recruiting telephone line;
- Increase in number of influencers who believe that service in the CAF is desirable;
- Maintenance and/or increase in the positive disposition of Canadians vis-à-vis the CAF.

The DND/CAF will utilize a combination of quantitative and qualitative mechanisms to determine the results of the campaigns listed above:

- CAF Recruiting Survey: A survey filled out by CAF recruiting applicants normally administered after their interviews to join the CAF. The survey collects information on the demographic background of applicants and what motivated them to apply to join the CAF;
- Google Analytics: This Google tool is used by the DND/CAF to evaluate traffic on FORCES.CA. Most marketing and advertising campaigns lead to FORCES.CA and need to be tagged properly to assess effectiveness;
- The Advertising Campaign Evaluation Tool (ACET): This standardized, Government of Canada evaluation tool uses a telephone survey immediately following large campaigns to measure ad recall (aided and unaided), and awareness of the specific messages mentioned in the ad;
- Other DND/CAF surveys: The CAF regularly conducts attitudinal surveys such as focus tests to assess Canadians' disposition. These surveys will also be consulted in assessing the effectiveness of advertising campaigns.

**Note:** As per the Procedures for Planning, Contracting and Evaluating Advertising of the Communications Policy of the Government of Canada, all institutions must pre-test all advertising campaigns exceeding \$400K (excluding fees or taxes) in media buy. Institutions are also required to conduct a post-campaign evaluation using the Advertising Campaign Evaluation Tool (ACET) of any campaigns above \$1M (excluding fees and taxes) in media buy.

## 8.7 Green Procurement

All projects should be delivered in an environmentally responsible manner, to the fullest extent possible.

- All non-electronic correspondence and deliverables should be certified as originating from a sustainable managed forest and/or with a minimum of 30% recycled content and processed chlorine free, whenever possible;
- Double-sided photocopying will be the default unless otherwise specified by the PA;
- Photocopied documents are to be in black and white format unless otherwise specified;
- The Contractor will be encouraged to provide proofs for client review and approval either on screen or by e-mail, CD, DVD or zip file, wherever possible;
- Should printed material be required (other than for creative samples), double-sided format will be the default unless otherwise specified by the client.

## 8.8 Software Standards

At a minimum, and unless specified otherwise, the Contractor should be proficient with all major industry standard software, such as the Adobe Creative Suite, including InDesign, Illustrator and Photoshop, for the various advertising media that it is required to produce. As well the Contractor must be able to provide all required deliverables in electronic format compliant with DND baseline software suite.

The Contractor must provide an FTP site (password protected) for sharing of large files (as the departmental security policy often precludes access to available third-party sharing sites).

Additional requirements/Video:

- Provide video files as HD 1080p 16 x 9 widescreen uncompressed QuickTime files. Videos will also be required in multiple Web-ready versions such as mp4, wmv, in various datarates, etc. Exact specifications will be confirmed for each project;
- Provide copies or originals of all project files including all sources, before and after editing, in digital format on an external hard drive formatted to be used on both Mac and PC;
- Provide complete transcripts in Word format;
- Provide closed captioning files in .xml.

In addition, the Contractor must have the ability to upgrade/change their software in response to DND/CAF changes to their standard software throughout the period of the contract.

## 8.9 Other Constraints

- **Official Languages:** The Contractor should be able to work in both official languages for the purposes of discussing, planning, organizing, producing and implementing campaigns, partnership/marketing activities, creative and media plans with DND/CAF personnel, partners, media suppliers, CAF sub-contractors and the AOR;
- **Relevant Legislation:** The Contractor will ensure compliance with the relevant legislation of all Canadian jurisdictions where the campaign materials will be used;
- **Meetings:** Throughout the development of the campaign, the Contractor will be asked to participate in meetings, by phone or in person, with various audiences. Many of the meetings may involve examination, assessment and refinement of advertising materials that can only be accomplished in person. In addition, the requirements for this examination may, from time to time, arise on an urgent basis;
- **Travel:** Travel requirements for the day-to-day design, development and delivery activities are not anticipated. The Contractor should be available to travel, when requested by the PA with 72 hours notice, to locations for larger projects, such as the conduct of public opinion research, the production of television/Web video creative or photo shoot, and planning and presentation meetings. When mandatory attendance at focus group studies is required, Canada will pay reasonable travel expenses for the Contractor's representative to the focus group location. Where travel is deemed necessary, the Contractor will submit a cost estimate before travelling. All related approvals by the PA must be acquired prior to travel. Travel expenses will be reimbursed in accordance with Treasury Board Secretariat Travel Guidelines available at the following website:  
[www.tbs-sct.gc.ca/hr-rh/gtla-vgcl/index\\_e.asp](http://www.tbs-sct.gc.ca/hr-rh/gtla-vgcl/index_e.asp).

## 9. DOCUMENTATION REQUIREMENTS

### 9.1 Reports

Details on the content, format and delivery mechanism of reports and documentation to be supplied by the Contractor during the duration of the contract will be defined during discussions with the PA. The following section provides an overview.

### 9.2 Status and Contact Reports

The Contractor is required to prepare Status and Contact Reports on a regular basis as determined by the PA. The Agency Status and Contact Reports shall be used by the PA to monitor the Contractor's activities in accordance with the PA's approved scope of work, and will be used as a project management tool to ensure adequate communication between the Contractor and the PA. These reports will also serve as a record of activities performed on behalf of the PA.

### 9.3 Miscellaneous documents

The Contractor may be required to prepare miscellaneous documents that provide details of various projects, media campaigns and advertisements for the PA, as well as for the DND/CAF internal clients.

### 9.4 End of Contract period deliverables

The Contractor is required to supply, at the end of the contract period, a final electronic copy, in acceptable industry software standard, of all creative produced for all media. The electronic files must be saved and supplied in the original working layered formats (all layers and tracks) that would be needed to edit and/or replicate the products, e.g. design Photoshop layered files, audio-visual layered files with all tracks, etc., with all pertinent support files included, e.g. photos, identifiers, audio tracks, etc.

The Contractor will also provide a free bound catalogue listing all of the creative generated for the DND/CAF during the contract including an image of each piece of creative and all necessary titles, references, numbers, file names, etc. to allow the DND/CAF to locate the particular piece of creative within the collection being shipped to the DND/CAF.

## 10. PERFORMANCE STANDARDS

All work carried out under the Contract is to be performed to the satisfaction of the PA or this person's designated representative in accordance with the terms and conditions of the Contract and approved estimates. Should the work or any portions thereof be unsatisfactory, the PA reserves the right to reject it, in part or in its entirety, and to require its correction before recommending payment.

The Contractor is required to attend and participate in periodic performance/contract review meetings at minimum on a quarterly basis and/or upon request by the PA.

## 11. REFERENCE WEBSITES

- CAF Recruitment: FORCES.CA
- Public Works and Government Services Canada: <http://www.pwgsc.gc.ca>
- Multiculturalism Act: <http://laws-lois.justice.gc.ca/eng/acts/c-18.7>
- Common Services Policy: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12025&section=text>

## 12. ROLES AND RESPONSIBILITIES FOR THE CATEGORIES OF SERVICE

Regardless of position titles, all individuals proposed for each key category of service must meet the minimum level of qualification for that category of service. Should the proposed individual(s) not meet the minimum level of qualification the individual(s) will not be authorized to perform work for the resulting contract.

### 12.1 Account Services

#### 12.1.1 Account Strategy and Direction

The designated resource providing account strategy and direction services will be responsible for the following:

- Develop a strategy and/or provide advertising and marketing/partnership advice to assist in creating public awareness of, and/or encouraging potential recruits to contact a CAF recruiter - through

FORCES.CA, the e-recruiting website, the 1-800 telephone line, or by going to a CAF recruiting centre or a Reserve unit - which may require expertise in specific areas as determined in the contract and in the TAs;

- Work in collaboration with the designated resources responsible for providing strategy and direction for media, partnerships, media, partnerships, Web, digital engagement, public relations, etc. To:
  - Provide advice and guidance on the use of new and emerging media, and methods of execution
  - Use information provided in the SOW and creative brief to prepare the overarching strategy and/or advertising (including marketing/partnerships) plan. The Contractor may also need to provide secondary research and analysis data on which to base strategies. These can include, but are not limited to:
    - Consumer and market research
    - Target market analysis
  - Detail the objectives, strategies and execution that will be undertaken in the campaigns. This should include measures to assess the effectiveness of the activities to determine if objectives are met. A campaign plan can include but is not limited to:
    - Advertising, marketing and partnership objectives
    - Integration
    - Branding
    - Target audiences
    - Key messages
    - Creative strategy and concepts (artwork and layout)
    - Budget
    - Implementation
    - Evaluation;
- Ensure the advertising (including marketing/partnerships and integration) plan has signed authorization by the PA prior to implementation.

### 12.1.2 Account Management

The designated resource providing account management services will be responsible for the following:

- Work on the day-to-day development and execution of account management services;
- Ensure that all procedures for the contract and TAs have been followed and correct documentation is in place;
- Document all activities in all categories of service and all direct costs that include the level of effort (time and resources) to deliver the services required by the PA;
- Adhere to all procedures (including budgets, time, and staff resources) and ensure that correct documentation is in place;
- Ensure that changes to the SOW are documented and approved by the PA, and that amendments to the contract are issued by the Contracting Authority prior to the work being done;
- Manage all resources working on the development and production of advertising and marketing/partnership materials;
- Deliver good value for money to the Government of Canada on a timely basis.
- Attend client briefings and meetings, and participate in conference calls as required;
- Provide cost reports detailing the monitoring of developing campaigns, budgets and work schedules, produce timely estimates for approval, and advise of budget variances;
- Facilitate creative production and ensure all creative elements have the PA's approval prior to production;
- Provide background information and materials, in both electronic and hard copy formats in all required languages, to other Government of Canada contractors to test advertising campaign creative concepts as well as to evaluate audience impact, as required;
- Supervise and report on any work produced by approved sub-contractors.

### 12.1.3 Account Coordination

The designated resource providing account coordination services will be responsible for the following:

- Provide continuous account support to the PA to deliver all of the advertising and marketing/partnership components as detailed in the SOW and TAs;
- Assist the designated resource responsible for account management in the accomplishment of his/her roles and responsibilities which include, but are not limited to:
  - Attending client briefings and meetings (upon request)
  - Providing contact reports and budget reports detailing the monitoring of developing campaigns
  - Providing budgets and timetables
  - Producing timely estimates for approval
  - Advising of budget variances
  - Facilitating creative production.

## 12.2 Strategic Planning Services

### 12.2.1 Media Strategy and Direction

The designated resource providing media strategy and direction services will be responsible for the following:

- Develop media strategies and tactical plans that are supported by media analyses and consumer insights;
- Develop media strategies that respond to the objectives of the campaign and optimize cost efficiencies and effectiveness. Consideration of all traditional and non-traditional media channels and their roles in the overall advertising plan (paid, owned or earned) is essential;
- Work in collaboration with the designated resource responsible for Account Strategy and Direction to:
  - Provide advice and guidance on the use of new and emerging media, and methods of execution
  - Use information from the creative and media briefs, consumer and market research, media industry research tools (e.g. Print Measurement Bureau, NADbank, Nielsen Media Advisor, comScore, etc.) and proprietary research to develop media insights to inform the advertising plan;
- Provide the basic components, rationale and media research support (if available) for the following:
  - Media objectives
  - Target demographics
  - Coverage
  - Campaign timing
  - Media selection
  - Recommended media weights
  - Audience receptivity
  - Media estimates
  - Recommended reach and frequency
  - Media properties
  - Media costs by property
  - Total media budget
  - Media distribution plan;
- Provide other services including, but not limited to:
  - Ensure a close working relationship with the AOR by:
    - Facilitating media plan sign-off by the PA. It is the responsibility of the Contractor to ensure that all media negotiations and placements are only made through the AOR
    - Briefing the AOR on media plan specifications
    - Develop accurate cost estimates and budget control of all media activities for easy client access and retrieval;
- Analyze and interpret pre-buy reports prior to air date and publication date, to update the PA on campaign delivery and performance;
- Analyze and interpret post-buy reports to update the PA on campaign delivery and performance.

### 12.2.2 Partnerships Strategy and Direction

Partnerships or collaborative arrangements may be sought to increase the visibility and overall success of a Government of Canada advertising campaign. These partnerships can take many forms and can include participation from media suppliers and others.

Within the scope of developing partnerships and subject to approval from the PA, the designated resource providing partnership or collaborative arrangements development services will be responsible for the following:

- Outline the potential types of partnership(s);
- Develop and propose the objectives, key elements and goals of the partnership(s);
- Identify potential partners;
- Inform the AOR if media partnerships are identified;
- Oversee various aspects of the partnership(s) which may include, but is not limited to:
  - Develop the request for proposal, or letter of agreement, or other partnership documentation for approval by the PA
  - Consult with the AOR on all media elements including evaluation of media opportunities, as required
  - Distribute the request for proposal or letter of agreement or other partnership documentation to the potential partners, as required
  - Participate in the evaluation of the proposals led by the PA, as required
  - Communicate with partners on behalf of the PA
  - Develop partnership materials for approval by the PA
  - Produce and distribute relevant materials to partners, as required
- Evaluate partnership activities and brief the PA on performance and results.

The AOR is the sole agent mandated to negotiate with media suppliers in the name of the Government of Canada. Within this context, the Contractor must contact the AOR to initiate any and all negotiations with media suppliers for media opportunities.

### 12.2.3 Digital Engagement Strategy and Direction (including Web and Interactive)

- Plan, advise and develop a Digital Engagement Strategy for each fiscal year. This involves translating the overall marketing strategies into an action plan that will detail the approach in meeting DND/CAF objectives. The Contractor is responsible for ensuring the plan has signed authorization by the PA prior to implementation and that it is compliant with governmental guidelines;
- Plan, advise and develop Web and Interactive strategies that would leverage the advertising campaigns for CAF recruitment;
- Work closely with the media planning team to select a blend of Web and interactive media that best satisfies the objectives identified by the PA;
- Oversee the development of creative material to ensure that it meets the objectives of the digital Engagement, Web and Interactive strategies;
- Ensure the plan is actionable with validated support and ideas that are aligned with the marketing strategy.
- Using general accepted practices, monitor and evaluate the effectiveness of the digital engagement, Web and interactive strategies and, if necessary, make corrective measures in a timely fashion.

### 12.2.4 Public Relations Strategy and Direction

- Leverage the effectiveness of advertising and marketing activities through the provision of public relations strategies and advice that would be implemented by the Contractor and/or the DND/CAF;
- Collaborate with the Strategic and Creative Directors to identify public relations opportunities;
- Keep abreast of public relations trends and communication innovations and share that information with the PA, as well as the Strategic and Creative Directors;

- Provide consultation and advice on event marketing, direct marketing initiatives, and public- and media-relations activities associated with each campaign's launch;
- A proactive public relations plan would:
  - utilize an appropriate media mix
  - be tied to measurable objectives to determine the success of the public relations strategic plan
  - include a tactical plan (tactical plan to include: objectives, strategy, budget, timelines, evaluation, process, tactics, etc.)

For the purpose of this document, public relations relates to the external and internal communications activities such as media relations, employee communications, crisis or contingency communications, community relations activities, special publications and audio-visual products, events, speeches and direct marketing initiatives that are designed to leverage the message transmitted in recruitment advertising.

A public relations professional ensures that their clients' true qualities receive due public attention without purchasing media space or time, through communication carefully planned to attract genuine interest of the media and others. On their behalf, they will create or tap opportunities for maximum visibility, relying on strategy and creativity and adhere to the highest professional and ethical standards. They build and leverage the reputation of clients preferably over the long term, to help them achieve their business goals.

## **12.3 Creative Services**

### **12.3.1 Creative Strategy and Direction**

The designated resource providing creative direction services will be responsible for the following:

- Oversee and provide direction on overall quality of all creative elements, concepts, development, and production of all products;
- Attend client briefings and meetings, and participate in conference calls as required;
- Assign, direct and supervise all aspects of the production team including copywriting, graphic design, copy editing, proofreading, translation and adaptation, management, and production services;
- Oversee and provide direction for all creative work produced by sub-contractors.

### **12.3.2 Graphic Design**

The designated resource providing graphic design services will be responsible for the following:

- Develop creative concepts, including copy and artwork, as well as facilitate the production of all required creative materials. It may include, but is not limited to, creating broadcast, digital, out-of-home, cinema, and print advertisements, as well as marketing/partnership materials;
- Work in collaboration with the designated resource providing creative direction, to advise the client where and when to use existing assets and when original work may be required.

### **12.3.3 Copy Writing (English and French)**

The designated resource providing copy writing services will be responsible for the following:

- Overall quality of all copy elements from concepts to final products, including advertising and marketing/partnership materials;
- Create new copy and/or provide revisions to existing copy in both official languages;
- Ensure messaging is appropriate for target audience(s).

### **12.3.4 Copy Editing (English and French)**

The designated resource providing copy editing services will be responsible for the following:

- Copy edit in both official languages for a variety of media such as broadcast, digital, out-of-home, cinema, and print, as well as marketing/partnership materials;
- Ensure messaging is appropriate for target audience(s).

### 12.3.5 Translation and Adaptation

The designated resource providing translation and adaptation services will be responsible for the following:

- Provide or manage the translation and adaptation of materials in both official languages;
- Provide or manage the translation and adaptation of materials into Aboriginal languages, as and when required;
- Provide or manage the translation and adaptation of materials into ethnic languages, as and when required.

### 12.3.6 Proofreading (English and French)

The designated resource providing proofreading services will be responsible for the following:

- Proofread copy to ensure accuracy;
- Proofread copy to ensure the proper equivalency is maintained between the two official languages;
- Manage proofreading of materials that have been translated into ethnic/Aboriginal languages, as and when required.

### 12.3.7 Production Management

The designated resource providing production management services will be responsible for the following:

- Provide production management services for multimedia advertising products such as, but not limited to:
  - Broadcast
  - Digital (including social media)
  - Out-of-home
  - Cinema
  - Print
  - Marketing/partnership materials;
- Ensure production supervision and quality control of materials, including work that is outsourced for broadcast, digital, out-of-home, cinema, and print as well as marketing/partnership materials;
- Adhere to creative content constraints outlined in Section A10.5 of the SOW;
- Provide production management services including, but not limited to:
  - Accurately estimating costs
  - Negotiating with production sub-contractors
  - Establishing contingency plans in case of unforeseen events
  - Following required tendering processes for sub-contracting
  - Obtaining legal clearance for intellectual property
  - Negotiating copyright on behalf of the Crown
  - Casting, negotiating, contracting and paying talent and residuals
  - Obtaining and documenting talent releases.

### 12.3.8 Production Coordination Services

The designated resource providing production coordination services will be responsible for the following:

- Cinema production;
- Print production;
- Broadcast production:
  - TV and audio production
  - Video and audio duplication;
- Digital production:
  - Internet
  - Digital media
  - Interactive media;
- Out-of-home;
- Marketing/partnership material production.

All "Studio Services" including items such as file retrieval, burning CDs, uploads to extranet, mounting and mock-ups, etc., to support the development of advertising and marketing/partnership must be included within the production coordination services category.

#### **12.4 Media Services (OPTIONAL SERVICES)**

**NOTE:** These will be optional services for each period of the contract (i.e., must be exercised with the contract period and exercised again prior to or during each option period in order to form a part of the contract for that specific period.)

##### **12.4.1 Media Research**

The designated resource providing media research services will be responsible for the following:

- Research availability of media;
- Research demographics, target audiences, and market trends;
- Research new and emerging media.

##### **12.4.2 Media Planning and Coordination**

The designated resource providing media planning and coordination services will be responsible for the following:

- Develop media plans that respond to the needs of the advertising plan objectives including, but not limited to:
  - Campaign timing
  - Media selection and rationale including:
    - Recommended placement for television, radio, cinema, print, and digital
    - Recommended placement for out-of-home materials by type of product (e.g. transit posters, billboards, digital screens), and traffic/audience exposure
    - Media weights and ad size
    - Media costs
    - Reach and frequency
    - Media properties
    - Media costs by property
    - Total media budgets by media
    - Flight plan
    - Flow chart of activity and media exposure such as Gross Rating Points (GRPs) and readership;
- Produce all media plans in accordance with the media plan template provided by PWGSC;
- Ensure a close working relationship with the AOR by:
  - Using the appropriate AOR planning cost guides
  - Briefing the AOR on media plan specifications;
- Facilitate media plan sign-off by the PA. It is the responsibility of the Contractor to ensure that all media negotiations and placements are only made through the AOR;
- Develop accurate cost estimates and budget control of all media activities for easy client access and retrieval;
- Develop media plans in compliance with the Official Languages Act;
- Work in collaboration with the designated resources providing media strategy and direction to:
  - Analyze and interpret pre-buy reports prior to air date and publication date, to ensure successful execution of the media strategy
  - Analyze and interpret post-buy reports to update the PA on campaign delivery and performance;
- Review and approving AOR reports and recommendations received periodically to provide timely responses to the PA and adjust media plans as required;
- Develop lists of positive and negative keywords and text links;
- Work in collaboration with the designated media research resource to research:
  - Availability of media

- 
- Demographics, target audiences, and market trends
  - New and emerging media.

#### 12.4.3 Media Distribution (Trafficking)

The designated resource providing media distribution services will be responsible for the following:

- Compile list of media distribution (trafficking) contact information for delivery of creative(s).
- Ensure delivery of creative(s) in proper formats to each media outlet in a timely fashion, except for Internet display creative which is the responsibility of the AOR.

**NB:** Ad server services are not included in this requirement. This service is covered under contract with the AOR responsible for all services related to ad servers.

### 13. ADMINISTRATIVE SUPPORT SERVICES

These services are part of the overall services provided by the Contractor and as such, the PA will not be charged separately for the production or supply of these services. Since these costs are considered overhead, the Contractor will integrate them within the hourly rates listed in the basis of payment when producing estimates.

The Contractor is required to provide ongoing and monthly administrative support services. The Contractor must document its activities and direct costs in particular, the level of effort (time and resources) it undertook to deliver the services required by the PA. Specifically the Contractor must provide:

- Project invoices, in accordance with the invoicing instructions, as and when requested in a task authorization;
- Reports by e-mail to PA detailing the time and resources used to provide the services requested through a task authorization;
- Estimates as requested by the PA and as and when requested in a task authorization;
- A process to ensure that at the end of the contract, all deliverables are delivered to the Contractor or to Canada (within 45 days of the expiry of the contract) or (within the timelines set-out by the PA in a task authorization) and in final workable formats. The process must be developed and approved by the PA in the final year of the contract;
- All past campaign materials such as printed artwork, identifiers, footage, etc. will be provided to the incoming advertising Contractor to ensure a smooth transition;

## ANNEX "B" BASIS OF PAYMENT

### NOTE TO BIDDERS:

Bidders must submit an hourly rate for each of the four (4) key categories of services and one (1) blended hourly rate (see table below under B.1). The blended hourly rates to be submitted are the rate the Bidder will charge for any of the following services:

- Account Management
- Account Coordination
- Partnerships Strategy and Direction
- Public Relation Strategy and Direction
- Graphic Design
- Copy Writing (English or French)
- Copy Editing (English or French)
- Translation and Adaptation
- Proofreading (English and French)
- Production Management
- Production Coordination Services
- Media Research
- Media Planning and Coordination
- Media Distribution (Trafficking)

The Bidder will be paid in accordance with the following Basis of Payment for Work performed pursuant to any TA.

Bidders must include all agency charges in their hourly rates as no other agency fee or commission will be payable above these rates.

The hourly rates are firm and will be used in the evaluation.

### 1. FIRM HOURLY RATES

The Contractor will be paid firm hourly rates as follows, for work performed in accordance with the Contract. They include the cost of labour, fringe benefits, general and administrative expenses, overhead, profit and the like, excepting only GST and HST if applicable. All expenses normally incurred in providing the services (i.e. project office space [including Contractor's hardware and software], word processing, work estimates, photocopying, courier and telephone charges, local travel and the like) are included in the firm hourly rates identified herein, and will not be permitted as direct charges under the Contract. Suppliers are not permitted to charge hourly rates to prepare work estimates or task authorizations.

The rates must be in Canadian currency, Customs duties are included and Goods and Services Tax or Harmonized Sales Tax (GST/HST) is extra, if applicable.

**NOTE: Bidders must include all agency charges in their hourly rates as no other agency fees or commissions will be payable above these rates.**

| Category of Service            | NAME OF RESOURCE(S)         | HOURLY RATE INITIAL CONTRACT PERIOD | HOURLY RATE OPTION PERIOD 1 | HOURLY RATE OPTION PERIOD 2 | HOURLY RATE OPTION PERIOD 3 |
|--------------------------------|-----------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Account Strategy and Direction | To be identified in each TA | \$ _____                            | \$ _____                    | \$ _____                    | \$ _____                    |
| Media Strategy and Direction   | To be identified in each TA | \$ _____                            | \$ _____                    | \$ _____                    | \$ _____                    |

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|   |                             |          |          |          |          |
|---|-----------------------------|----------|----------|----------|----------|
| Digital Engagement Strategy and Direction | To be identified in each TA | \$ _____ | \$ _____ | \$ _____ | \$ _____ |
| Creative Strategy and Direction           | To be identified in each TA | \$ _____ | \$ _____ | \$ _____ | \$ _____ |
| Blended Hourly Rate                       | Identification not required | \$ _____ | \$ _____ | \$ _____ | \$ _____ |

**2. PRODUCTION COSTS**

The production costs are costs associated with the production of the ads and marketing/partnership activities and products, excluding the professional fees billed as hourly rate. Production costs will be reimbursed at cost, as subcontracted services and direct expenses.

**3. SUBCONTRACTED SERVICES**

The Contractor will be reimbursed at cost for any actual expenditure reasonably and properly incurred to acquire goods and services from outside suppliers at the supplier's price, net of any trade or prompt payment discounts.

**FOR EACH SUBCONTRACTED SERVICE OVER \$25,000.00 (GST / HST INCLUDED)**

The Contractor will obtain competitive bids from no less than three (3) outside suppliers. The Contractor must provide to the Contracting Authority and the Project Authority, the names of the suppliers who submitted bids, the total amount of each bid obtained, the selection criteria and results. A subcontracted service over \$25,000 (GST/HST included) applies to the total aggregate of the dollar value of each subcontracted service per resulting Contract against a resulting Contract.

**4. DIRECT EXPENSES**

The professional fees submitted in B.1 are all inclusive.

The Contractor will be reimbursed for the direct expenses reasonably and properly incurred in the performance of the Work. These expenses will be paid at actual cost without mark-up, upon submission of an itemized statement supported by receipt vouchers, given the service(s) is/are documented in the approved Contract against a Supply Arrangement. All such direct expenses must have prior authorization of the Project Authority.

**5. TRAVEL AND LIVING EXPENSES**

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the National Joint Council Travel Directive

<http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php>, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

All payments are subject to audit by Canada.

All travel must have prior authorization of the Project Authority.

**6. CONTRACTUAL JOINT VENTURE (IF APPLICABLE)**

The Bidder is a contractual joint venture and the signatories are acting and responsible jointly and severally. The payment of monies under the Contract to the identified lead member, (insert name), shall be deemed a payment to all signatories and furthermore, will act as a release from all parties. In addition, it is agreed that giving notice by Canada to the identified lead member shall be deemed notice to all parties.

**ANNEX "C"**  
**FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY - CERTIFICATION**

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with such request by Canada will also render the bid non-responsive or will constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit HRSDC-Labour's website.

Date: \_\_\_\_\_ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- ( ) A1. The Bidder certifies having no work force in Canada.
- ( ) A2. The Bidder certifies being a public sector employer.
- ( ) A3. The Bidder certifies being a federally regulated employer being subject to the *Employment Equity Act*.
- ( ) A4. The Bidder certifies having a combined work force in Canada of less than 100 employees (combined work force includes: permanent full-time, permanent part-time and temporary employees [temporary employees only includes those who have worked 12 weeks or more during a calendar year and who are not full-time students]).
- ( ) A5. The Bidder has a combined workforce in Canada of 100 or more employees; and
- ( ) A5.1. The Bidder certifies already having a valid and current Agreement to Implement Employment Equity (AIEE) in place with HRSDC-Labour.

OR

- ( ) A5.2. The Bidder certifies having submitted the Agreement to Implement Employment Equity (LAB1168) to HRSDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to HRSDC-Labour.

B. Check only one of the following:

- ( ) B1. The Bidder is not a Joint Venture.

OR

- ( ) B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions)

## ANNEX "D" TECHNICAL AND FINANCIAL EVALUATION

### 1. TECHNICAL EVALUATION

#### 1.1 Defined terms for the purpose of this evaluation

1. **Produced and completed advertising and marketing campaign** is defined as:
  - the creative and production work was completed;
  - the advertisement was broadcast or published in the appropriate media;
  - the marketing activities were delivered; and
  - results of public relations, social media and advertising activities are available and measured.
2. **Integrated multimedia campaign** is defined as a combination of at least three different media (any of the following: TV; print; radio; out-of-home; internet; cinema; social media, etc.) with the appropriate marketing collateral activities. One of these media must include paid social media.
3. **Bilingual** refers to the two (2) official languages of Canada, English and French.
4. **National campaign** is defined as a campaign delivered in at least four regions of Canada. One of these four regions must be Quebec. The regions are: British Columbia; Prairies (Alberta, Saskatchewan, and Manitoba); Ontario; Quebec; Atlantic (New Brunswick, Nova Scotia, Prince Edward Island, Newfoundland and Labrador); and the Territories (Yukon, North West Territories, Nunavut).
5. **Marketing innovation** is defined as a different and unique media buy that brings positive attention and supports the business objectives of the advertising campaign. A marketing innovation could be, for example, a public relations or marketing stunt, personalized ad, contest, web tactic etc.

#### 1.2 MANDATORY TECHNICAL CRITERIA

Bidders MUST meet all mandatory requirements of the RFP.

##### M.1 EXPERIENCE OF THE BIDDER (The campaign will be rated under R.1)

Bidders MUST demonstrate their experience and expertise in developing and executing advertising and marketing campaigns by submitting two (2) examples which were produced and completed\* within the past three (3) years, as of the bid closing date.

- One of the examples must be an integrated multi-media\*\* advertising and marketing campaign that targeted various audiences, and included women as a primary target audience;
- One of the examples must be a campaign that addressed a change in mindset (way of thinking);

Each example ad should be provided in both English and French. If the ad was originally produced in only one of Canada's Official Languages, it must be adapted (text only) to the other prior to submission.

##### M.2 KEY PERSONNEL (The personnel will be rated under R.2)

Bidders MUST propose one (1) resource for each of the key categories of service identified below. The minimum number of years of experience for each is:

- Account Strategy and Direction - 3 years as an Account Manager, Senior Account Executive or equivalent
- Media Strategy and Direction - 5 years as a Media Strategist, Media Director or equivalent
- Digital Engagement Strategy and Direction (including Web and Interactive Multimedia) - 5 years as Digital engagement strategist, Web and Interactive Multimedia Strategist or Digital Director
- Creative Strategy and Direction - 5 years as a Creative Director, Executive Creative Director, Group Creative Director or equivalent

## 1.3 REQUIREMENTS AND RATED CRITERIA

### R1 EXPERIENCE OF THE BIDDER - 300 points

What we are looking for: Demonstration that the Bidder or its senior personnel has developed compelling and insightful creative solutions using a variety of traditional and non-traditional media. Demonstration that the Bidder has superior strategic and production capabilities.

Bidders that fail to obtain the required minimum 60 percent of the available points for each rated criteria and an overall score of 180 points on a scale of 300 points will be considered non-compliant.

To better understand the example submitted for mandatory criteria M1, the following information should be provided for each example. Please complete the EXPERIENCE OF THE BIDDER -EXAMPLE TEMPLATE located in Appendix "1". For criteria R1.1, R1.2 and R1.3, the technical score will be calculated by taking an average score obtained for each example and for criteria R1.4, R1.5 and R1.6 the technical score will be evaluated using the information provided in the two (2) examples collectively.

The Bidder shall be assessed against the advertising and marketing campaign examples provided in accordance with M1. The two (2) campaigns submitted will be evaluated as follows:

#### R1.1 Strategic Thinking (Solution/Creative Concept) - 90 Points

The Bidder has:

- clearly and succinctly articulated the client's business objectives and the role of the Agency;
- demonstrated an in-depth understanding of the product/service/social issue market(s) and target audience(s);
- extrapolated key insight(s) to rationalize creative and media recommendations;
- recommended insightful creative and described why and how the creative idea resonated with and motivated the target audience(s);
- explained convergence of creative and messaging to show how they worked effectively together, and why, to achieve the stated business objective(s).

#### R1.2 Strategic Thinking (Media) - 60 Points

The Bidder has:

- developed a comprehensive approach to recommending specific communications vehicles to meet the objective(s);
- provided recommendations that were supported by evidence and focused on results;
- delivered an execution that was true to the strategy.

#### R1.3 Quality of Creative Materials - 25 Points

The Bidder has:

- produced creative elements (e.g., layout, on-screen talents' performance; voice over, sound, animation, art direction, cinematography, photography) that are high-quality, technically sound, and achieve the stated strategic objective(s) of the project.

#### R1.4 Breadth and Depth of Experience with a Range of Media- 40 Points

The Bidder has:

- Demonstrated experience in employing a variety of traditional and non-traditional media (e.g., television, radio, cinema, print, out-of-home, digital including mobile and interactive);
- Demonstrated experience in conceptualizing and implementing media innovations.

### **R1.5 Breadth of Experience Targeting Audiences with Various Demographic and/or Ethnographic Profiles - 35 Points**

The Bidder has:

- Demonstrated experience in executing campaigns aimed at a variety of different audiences.

### **R1.6 Challenges and Solutions - 50 points**

The Bidder has:

- Demonstrated experience with proposing solutions to and/or adapting the campaign approach for unforeseen challenges encountered during the delivery of a campaign (this may include revision process, meeting the timelines, management issues, client approval process, unplanned changes in strategic direction etc.).

### **R2 KEY PERSONNEL - 200 points**

What we are looking for: Demonstration that the Bidder has personnel in the following service categories with the capability, capacity and expertise to provide the required services and deliverables listed in the Statement of Work.

Bidders that fail to obtain the required minimum of 60 percent of the available points for each rated criteria and an overall score of 120 points on a scale of 200 points will be considered non-compliant.

For each of the four (4) service categories below, the Bidder should provide a minimum of one (1) to a maximum of three (3) CVs of proposed individuals who will be assigned to work on DND's recruitment marketing and advertising campaigns.

Only those individuals who meet the minimum number of years of experience required for each category of service (described in M.2) will be evaluated

Categories of Service

- Account Strategy and Direction
- Media Strategy and Direction
- Digital Engagement Strategy and Direction (including Web and Interactive Strategy and Direction)
- Creative Strategy and Direction

CVs for each service category will be evaluated and scored as an average.

The CVs should be limited to two (2) pages and include the following information:

- the proposed category of service for which the individual is being proposed;
- the number of years of experience in the advertising/marketing communications field;
- relevant combined formal education, professional accreditations and related professional development;
- proficiency in English and French;
- demonstrate the appropriateness and relevancy of the proposed individual for DND recruitment marketing and advertising campaigns; and
- examples of projects in the last three (3) years (as of bid closing date) that demonstrate the individual's expertise in their field. Each example should include details on the scope and size of the projects in question, the individual's role and contribution to the successful outcome of the campaign, and the campaign results as described below in each category of services.

#### **R2.1 Account Strategy and Direction - 80 points**

- Number of years of experience in the advertising/marketing communications field - 8 points

- Relevant combined formal education, professional accreditations and related professional development - 5 points;
- Demonstrate the appropriateness and relevancy of the proposed individual for DND recruitment marketing and advertising campaigns; - 7 points; and
- Provide one (1) or two (2) examples of project(s) that demonstrate the individual's expertise in:
  - adapting to a changing environment; - 30 points
  - being able to offer strategic insight/options, in addition to successfully managing a project. - 30 points

### **R2.2 Media Strategy and Direction - 50 points**

- Number of years of experience in the advertising/marketing communications field - 8 points
- Relevant combined formal education, professional accreditations and related professional development - 5 points;
- Demonstrate the appropriateness and relevancy of the proposed individual for DND recruitment marketing and advertising campaigns; - 7 points; and
- Provide one (1) or two (2) examples of project(s) that demonstrate the individual's expertise:
  - with annual planning - taking a long-term approach (at minimum a whole year); - 15 points
  - in considering multiple marketing and advertising campaigns with differing and competing priorities. - 15 points

### **R2.3 Digital engagement Strategy and Direction (with Web and Interactive Media Strategy and Direction) - 30 points**

- Number of years of experience in the advertising/marketing communications field - 8 points
- Relevant combined formal education, professional accreditations and related professional development - 5 points;
- Demonstrate the appropriateness and relevancy of the proposed individual for DND recruitment marketing and advertising campaigns; - 7 points; and
- Provide two (2) examples of projects that demonstrate the individual's expertise in:
  - developing, implementing and evaluating a social media or digital engagement campaign; - 5 points
  - providing advice, developing, implementing and/or evaluating a large-scale website with integrated social media. - 5 points

### **R2.4 Creative Strategy and Direction - 40 points**

- Number of years of experience in the advertising/marketing communications field - 8 points
- Relevant combined formal education, professional accreditations and related professional development - 5 points;
- Demonstrate the appropriateness and relevancy of the proposed individual for DND recruitment marketing and advertising campaigns; - 7 points; and
- Provide one (1) or two (2) examples of project(s) that demonstrate the individual's expertise within all of the (4) four elements listed below:
  - creative targeting young adults (18-24); - 5 points
  - engaging digital marketing content; - 5 points
  - innovative out-of-home and digital creative; - 5 points
  - creative in a limited budget context and/or an example of creative produced with existing footage/photography - 5 points

### R.3 UNDERSTANDING OF REQUIREMENT & PROPOSED APPROACH - 250 points

What we are looking for: Demonstration that the Bidder understands DND recruitment marketing and advertising campaign requirements and that the approach the bidder proposes will meet the campaign objectives.

Bidders that fail to obtain the required minimum of 60 percent of the available points for each rated criteria and an overall score of 150 points on a scale of 250 points will be considered non-compliant.

The Bidder should provide a comprehensive five page (5) (maximum) written description demonstrating their understanding of the required advertising, marketing, public relations and social media campaign, as detailed in the Statement of Work.

The following factors will be evaluated:

#### R3.1 Campaign Vision - 70 points

The Bidder should:

- demonstrate an understanding of the target audience(s) and describe how to most effectively communicate with them (insights should be provided as support for all suggested means)
- clearly and succinctly articulate DND's communications objectives
- explain the approach and process that would be used to develop key insights and recommendations for creative, media (including partnerships) as well as suggested engagement strategies

#### R3.2 Understanding of the Public Environment - 30 points

The Bidder should:

- articulate a clear understanding of the public environment and its potential positive or negative impacts on the campaign;

#### R3.3 Robust Management Systems - 40 points

The Bidder should:

- describe how they assign resources to projects, how they accurately estimate costs (with a view to reduce the number of adjustments to estimates during the project), and control budgets and timelines (considering the potential for delays due to approvals on the client-side); and the systems and processes that are in place to manage projects that may require the use of the same limited resources and their approach to acquiring surge capacity; and
- include an example of a specific project and how your management systems improved efficiencies and work performance.

#### R3.4 Quality Assurance Process for Language and Creative Adaptation - 50 points

The Bidder should:

- describe the processes that are in place to ensure the quality of creative materials that are translated/adapted from one of Canada's official languages into the other, and into any other language for various ethno-cultural audiences; and
- provide an example of a Creative Adaptation. This should include a copy of actual advertising in the original language of the ad (English, French or other), accompanied by versions in both English and French. (The creative sample will not count towards the 5 page limit)

#### R3.5 Media Plan - 60 points

The bidder should:

- articulate a clear understanding of the national media plan delivery for an integrated multi-media campaign aimed at multiple audiences and the impact of the Official Languages Act (OLA); and
- Provide one (1) media plan example of a national integrated multi-media campaign. The example provided should include an explanation of the approval process and revision history. (The media plan will not count towards the 5 page limit).

## 2. FINANCIAL EVALUATION

The figures below are for demonstration purposes only and do not represent current or expected hourly rates for advertising services.

To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 20%.

The financial scores will be calculated as follows:

**Step 1:** For each Bidder, an average hourly rate per category of service will be calculated using the rates submitted for each of the three periods of the contract (initial contract period, option period 1, option period 2 and option period 3).

### Example of Step 1:

#### Firm A

| Category of Service                       | HOURLY RATE FOR CONTRACT PERIOD | HOURLY RATE FOR OPTION PERIOD 1 | HOURLY RATE FOR OPTION PERIOD 2 | HOURLY RATE FOR OPTION PERIOD 3 | AVERAGE HOURLY RATE |
|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------|
| Account Strategy and Direction            | \$75.00                         | \$85.00                         | \$95.00                         | \$105.00                        | \$90.00             |
| Media Strategy and Direction              | \$30.00                         | \$40.00                         | \$50.00                         | \$60.00                         | \$45.00             |
| Digital Engagement Strategy and Direction | \$50.00                         | \$60.00                         | \$70.00                         | \$80.00                         | \$65.00             |
| Creative Strategy and Direction           | \$80.00                         | \$90.00                         | \$100.00                        | \$110.00                        | \$95.00             |
| Average of all other submitted rates.     | \$40.00                         | \$50.00                         | \$60.00                         | \$70.00                         | \$55.00             |

#### Firm B

| Category of Service                       | HOURLY RATE FOR CONTRACT PERIOD | HOURLY RATE FOR OPTION PERIOD 1 | HOURLY RATE FOR OPTION PERIOD 2 | HOURLY RATE FOR OPTION PERIOD 3 | AVERAGE HOURLY RATE |
|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------|
| Account Strategy and Direction            | \$90.00                         | \$100.00                        | \$110.00                        | \$120.00                        | \$105.00            |
| Media Strategy and Direction              | \$120.00                        | \$130.00                        | \$140.00                        | \$150.00                        | \$135.00            |
| Digital Engagement Strategy and Direction | \$105.00                        | \$115.00                        | \$125.00                        | \$135.00                        | \$120.00            |
| Creative Strategy and Direction           | \$115.00                        | \$125.00                        | \$135.00                        | \$145.00                        | \$130.00            |
| Average of all other submitted rates.     | \$110.00                        | \$120.00                        | \$130.00                        | \$140.00                        | \$125.00            |

**Firm C**

| Category of Service                       | HOURLY RATE FOR CONTRACT PERIOD | HOURLY RATE FOR OPTION PERIOD 1 | HOURLY RATE FOR OPTION PERIOD 2 | HOURLY RATE FOR OPTION PERIOD 3 | AVERAGE HOURLY RATE |
|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------|
| Account Strategy and Direction            | \$110.00                        | \$110.00                        | \$110.00                        | \$110.00                        | \$110.00            |
| Media Strategy and Direction              | \$95.00                         | \$95.00                         | \$95.00                         | \$95.00                         | \$95.00             |
| Digital Engagement Strategy and Direction | \$90.00                         | \$90.00                         | \$90.00                         | \$90.00                         | \$90.00             |
| Creative Strategy and Direction           | \$105.00                        | \$105.00                        | \$105.00                        | \$105.00                        | \$105.00            |
| Average of all other submitted rates.     | \$115.00                        | \$115.00                        | \$115.00                        | \$115.00                        | \$115.00            |

**Firm D**

| Category of Service                       | HOURLY RATE FOR CONTRACT PERIOD | HOURLY RATE FOR OPTION PERIOD 1 | HOURLY RATE FOR OPTION PERIOD 2 | HOURLY RATE FOR OPTION PERIOD 3 | AVERAGE HOURLY RATE |
|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------|
| Account Strategy and Direction            | \$200.00                        | \$200.00                        | \$200.00                        | \$200.00                        | \$200.00            |
| Media Strategy and Direction              | \$205.00                        | \$205.00                        | \$205.00                        | \$205.00                        | \$205.00            |
| Digital Engagement Strategy and Direction | \$210.00                        | \$210.00                        | \$210.00                        | \$210.00                        | \$210.00            |
| Creative Strategy and Direction           | \$200.00                        | \$200.00                        | \$200.00                        | \$200.00                        | \$200.00            |
| Average of all other submitted rates.     | \$175.00                        | \$175.00                        | \$175.00                        | \$175.00                        | \$175.00            |

**Firm E**

| Category of Service                       | HOURLY RATE FOR CONTRACT PERIOD | HOURLY RATE FOR OPTION PERIOD 1 | HOURLY RATE FOR OPTION PERIOD 2 | HOURLY RATE FOR OPTION PERIOD 3 | AVERAGE HOURLY RATE |
|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------|
| Account Strategy and Direction            | \$50.00                         | \$50.00                         | \$55.00                         | \$55.00                         | \$52.50             |
| Media Strategy and Direction              | \$60.00                         | \$60.00                         | \$65.00                         | \$65.00                         | \$62.50             |
| Digital Engagement Strategy and Direction | \$60.00                         | \$60.00                         | \$65.00                         | \$65.00                         | \$62.50             |
| Creative Strategy and Direction           | \$60.00                         | \$60.00                         | \$65.00                         | \$65.00                         | \$62.50             |
| Average of all other submitted rates.     | \$45.00                         | \$45.00                         | \$50.00                         | \$50.00                         | \$47.50             |

**Step 2:** The highest and lowest average hourly rate per category of service will be removed prior to calculation the overall average rate per category. If there are three or fewer bidders, no hourly rates will be removed.

**Example of Step 2:**

| Bidder          | Account Strategy and Direction | Media Strategy and Direction | Digital Engagement Strategy and Direction | Creative Strategy and Direction | Average Rate (Other Services) |
|-----------------|--------------------------------|------------------------------|---|---------------------------------|-------------------------------|
| FIRM A          | \$90.00                        | \$45.00                      | \$65.00                                   | \$95.00                         | \$55.00                       |
| FIRM B          | \$105.00                       | \$135.00                     | \$120.00                                  | \$130.00                        | \$125.00                      |
| FIRM C          | \$110.00                       | \$95.00                      | \$90.00                                   | \$105.00                        | \$115.00                      |
| FIRM D          | \$200.00                       | \$205.00                     | \$210.00                                  | \$200.00                        | \$175.00                      |
| FIRM E          | \$45.00                        | \$45.00                      | \$50.00                                   | \$50.00                         | \$47.50                       |
| OVERALL AVERAGE | \$101.67                       | \$115.00                     | \$91.67                                   | \$110.00                        | \$98.33                       |

**Step 3:** If any Bidder's average hourly rate per category is more than 50% below or 100% above the overall average of a category of service, its bid will be considered non-responsive.

**Example of Step 3:**

| Bidder                         | Account Strategy and Direction | Media Strategy and Direction | Digital Engagement Strategy and Direction | Creative Strategy and Direction | Average Rate (Other Services) |
|--------------------------------|--------------------------------|------------------------------|---|---------------------------------|-------------------------------|
| FIRM A                         | \$90.00                        | \$45.00                      | \$65.00                                   | \$95.00                         | \$55.00                       |
| FIRM B                         | \$105.00                       | \$135.00                     | \$120.00                                  | \$130.00                        | \$125.00                      |
| FIRM C                         | \$110.00                       | \$95.00                      | \$90.00                                   | \$105.00                        | \$115.00                      |
| FIRM D                         | \$200.00                       | \$205.00                     | \$210.00                                  | \$200.00                        | \$175.00                      |
| FIRM E                         | \$45.00                        | \$45.00                      | \$50.00                                   | \$50.00                         | \$47.50                       |
| OVERALL AVERAGE                | \$101.67                       | \$115.00                     | \$91.67                                   | \$110.00                        | \$98.33                       |
| Maximum Responsive Hourly Rate | \$203.33                       | \$230.00                     | \$183.33                                  | \$220.00                        | \$196.67                      |
| Minimum Responsive Hourly Rate | \$50.83                        | \$57.50                      | \$45.83                                   | \$55.00                         | \$49.17                       |

The bids from Firms A & E would be non-responsive as they did not meet the minimum responsive hourly rates for certain categories. The bid from Firm D would be non-responsive as they did not meet the maximum responsive hourly rate for certain categories.

**Step 4:** The weighted Financial Score will be determined per category of service

**Example of Step 4:**

$\frac{\text{Lowest Responsive Hourly Rate}}{\text{Bidder's Hourly Rate}} \times 4.0 = \text{Weighted Financial Score per Category}$

| Bidder | Account Strategy and Direction | WEIGHTED FINANCIAL SCORE |
|--------|--------------------------------|--------------------------|
| FIRM B | \$105.00                       | 4.00                     |

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|               |                 |             |
|---------------|-----------------|-------------|
| <b>FIRM C</b> | <b>\$110.00</b> | <b>3.82</b> |
|---------------|-----------------|-------------|

| <b>Bidder</b> | <b>Media Strategy and Direction</b> | <b>WEIGHTED FINANCIAL SCORE</b> |
|---------------|-------------------------------------|---------------------------------|
| <b>FIRM B</b> | <b>\$135.00</b>                     | <b>2.81</b>                     |
| <b>FIRM C</b> | <b>\$95.00</b>                      | <b>4.00</b>                     |

| <b>Bidder</b> | <b>Digital Engagement Strategy and Direction</b> | <b>WEIGHTED FINANCIAL SCORE</b> |
|---------------|--|---------------------------------|
| <b>FIRM B</b> | <b>\$120.00</b>                                  | <b>3.00</b>                     |
| <b>FIRM C</b> | <b>\$90.00</b>                                   | <b>4.00</b>                     |

| <b>Bidder</b> | <b>Creative Strategy and Direction</b> | <b>WEIGHTED FINANCIAL SCORE</b> |
|---------------|--|---------------------------------|
| <b>FIRM B</b> | <b>\$130.00</b>                        | <b>3.23</b>                     |
| <b>FIRM C</b> | <b>\$105.00</b>                        | <b>4.00</b>                     |

| <b>Bidder</b> | <b>Average Rate (Other Services)</b> | <b>WEIGHTED FINANCIAL SCORE</b> |
|---------------|--------------------------------------|---------------------------------|
| <b>FIRM B</b> | <b>\$125.00</b>                      | <b>3.68</b>                     |
| <b>FIRM C</b> | <b>\$115.00</b>                      | <b>4.00</b>                     |

**Step 5:** The Total Financial Score will be calculated by adding all of the weighted Financial Scores per category.

| <b>Bidder</b> | <b>Account Strategy &amp; Direction</b> | <b>Media Strategy &amp; Direction</b> | <b>Digital Engagement Strategy &amp; Direction</b> | <b>Creative Strategy &amp; Direction</b> | <b>Average Rate (Other Services)</b> | <b>TOTAL FINANCIAL SCORE</b> |
|---------------|---|---------------------------------------|--|--|--------------------------------------|------------------------------|
| <b>FIRM B</b> | <b>4.00</b>                             | <b>2.81</b>                           | <b>3.00</b>  | <b>3.23</b>                              | <b>3.68</b>                          | <b>16.72</b>                 |
| <b>FIRM C</b> | <b>3.82</b>                             | <b>4.00</b>                           | <b>4.00</b>  | <b>4.00</b>                              | <b>4.00</b>                          | <b>19.82</b>                 |

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**ANNEX "E" - TASK AUTHORIZATION FORM**

|  |  |   |
|--|--|---|
| All invoices/progress claims must show the reference Contract and Task numbers.<br>Toutes les factures doivent indiquer les numéros du contrat et de la tâche. |  | Contract no. • N° du contrat<br>XX  |
|  |  | Task no. • N° de la tâche<br>XX   |
| Title of the task, if applicable • Titre de la tâche, s'il y a lieu<br>XX  |  | Total estimated cost of task (GST/HST extra) • Coût total estimatif de la tâche (TPS/TVH en sus)<br>\$ XX |
| TA revision no. • N° de révision de l'AT   | Increase/decrease • Augmentation/réduction   | Previous value • Valeur précédente  |
| To • À<br>XXX<br>XXX   | <b>TO THE CONTRACTOR</b><br>You are requested to supply the following services in accordance with the terms of the above reference contract. Only services included in the contract shall be supplied against this task.   |   |
| Delivery location • Expédiez à<br>XXX<br>XXX   | Please advise the undersigned if the completion date cannot be met.<br>Invoices/progress claims shall be prepared in accordance with the instructions set out in the contract.<br><br><b>À L'ENTREPRENEUR</b><br>Vous êtes priés de fournir les services suivants en conformité des termes du contrat mentionné ci-dessus. Seuls les services mentionnés dans le contrat doivent être fournis à l'appui de cette demande.<br><br>Prière d'aviser le signataire si la livraison ne peut se faire dans les délais prescrits. Les factures doivent être établies selon les instructions énoncées dans le contrat. |   |

**Start of the Work for a TA**

Work cannot commence until a TA has been authorized in accordance with the conditions of the contract.

**Début des travaux pour l'AT**

Les travaux ne peuvent pas commencer avant que l'AT soit autorisée conformément au contrat.

|  |  |
|--|--|
| Task description of the work required • Description de tâche des travaux requis<br>XXXX  | See attached • Ci-joint <input type="checkbox"/> |
| Directives<br>XXXX   | See attached • Ci-joint <input type="checkbox"/> |
| Deliverables • Produits à livrer<br>1. XX<br>2. XX<br>3. XX  | See attached • Ci-joint <input type="checkbox"/> |
| Completion and submission dates • Dates d'achèvement et dates de livraison<br>1. XX ..... XX X, 2012<br>2. XX ..... XX X, 2012<br>3. XX ..... XX X, 2012 | See attached • Ci-joint <input type="checkbox"/> |
| TA revision description • Description de la révision de l'AT<br>XX   | See attached • Ci-joint <input type="checkbox"/> |
| Basis and method of payment • Base et méthode de paiement<br>Payment Upon Delivery and Acceptance  |  |

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**Authorization(s)**

By signing this TA, the authorized Project Authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the contract.

The Project Authority's authorization limit is identified in the contract. When the value of a TA and its revisions is in excess of this limit, the TA must be forwarded to the PWGSC Contracting Authority for authorization.

**Autorisation(s)**

En apposant sa signature sur l'AT, le chargé de projet autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

La limite d'autorisation du chargé de projet est précisée dans le contrat. Lorsque la valeur de l'AT et ses révisions dépasse cette limite, l'AT doit être transmise à l'autorité contractante de TPSGC pour autorisation.

|   |      |
|---|------|
| Name and title of authorized Project Authority • Nom et titre du chargé de projet autorisé à signer |      |
| XX  |      |
| Signature   | Date |
| PWGSC Contracting Authority • Autorité contractante de TPSGC  |      |
| XX  |      |
| Signature   | Date |

**Contractor's Signature • Signature de l'entrepreneur**

|  |      |
|--|------|
| Name and title of individual authorized to sign for the Contractor • Nom et titre de la personne autorisée à signer au nom de l'entrepreneur |      |
| XX   |      |
| Signature  | Date |

|   |  |
|---|--|
| <input type="checkbox"/> Estimate received from Contractor • Devis reçu de l'entrepreneur | See attached • Ci-joint <input type="checkbox"/> |
| Date  | Initials • Initiales                             |

|  |  |
|--|--|
| <input type="checkbox"/> Revised estimate received from Contractor • Devis révisé reçu de l'entrepreneur | See attached • Ci-joint <input type="checkbox"/> |
| Date   | Initials • Initiales                             |

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**ANNEX "F"  
EVALUATION GRID**

| <b>EVALUATION SUMMARY</b>  |                                       |
|--|---------------------------------------|
| <b>MANDATORY REQUIREMENTS:</b>   | _____ <b>MET</b> _____ <b>NOT MET</b> |
| <b>Mandatories checked by:</b>   | <b>Date:</b>                          |
| <b>RATED REQUIREMENTS</b>  | <b>SCORE ACHIEVED</b>                 |
| <b>R.1 EXPERIENCE OF THE FIRM</b>  |                                       |
| Strategic Thinking (Solution/Creative Concept)   | ____ / 90 points                      |
| Strategic Thinking (Media)   | ____ / 60 points                      |
| Quality of Creative Material   | ____ / 25 points                      |
| Breadth and Depth of Experience with a Range of Media  | ____ / 40 points                      |
| Breadth of Experience Targeting Audience with Various Demographic and/or Ethnographic Profiles   | ____ / 35 points                      |
| Challenges and Solutions   | ____ / 50 points                      |
| <b>Sub-Total</b>   | <b>____ / 300 points</b>              |
| <b>R.2 KEY PERSONNEL</b>   |                                       |
| Account Strategy and Direction   | ____ / 80 points                      |
| Media Strategy and Direction   | ____ / 50 points                      |
| Digital Engagement Strategy and Direction (including Web and Interactive Strategy and Direction) | ____ / 30 points                      |
| Creative Strategy and Direction  | ____ / 40 points                      |
| <b>Sub-Total</b>   | <b>____ / 200 points</b>              |
| <b>R.3 UNDERSTANDING OF REQUIREMENT &amp; PROPOSED APPROACH</b>                                  |                                       |
| Campaign Vision  | ____ / 70 points                      |
| Understanding of the Public Environment  | ____ / 30 points                      |
| Robust Management Systems  | ____ / 40 points                      |
| Quality Assurance Process for Language and Creative Adaptation                                   | ____ / 50 points                      |
| Media Plan   | ____ / 60 points                      |
| <b>Sub-Total</b>   | <b>____ / 250 points</b>              |
| <b>TOTAL</b>   | <b>____ / 750 points</b>              |

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**EVALUATION TEAM SIGNATURES:**

|       |       |
|-------|-------|
| Name: | Date: |

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**NOTE TO EVALUATORS:** This evaluation grid contains the basic criteria. This grid must be used in conjunction with the RFP document to ensure the evaluation is being conducted strictly in accordance with the published criteria.

**TECHNICAL EVALUATION**

**MANDATORY REQUIREMENTS**

| <b>Evaluation Criteria</b>   | <b>Met</b> | <b>Not Met</b> |
|--|------------|----------------|
| The bid submission requirements of Standard Instructions 2003 are met.                                 |            |                |
| The Former Public Servant information has been verified.   |            |                |
| The Certifications in Part 5 have been completed and signed (either upon or following bid submission). |            |                |
| The Annex "B" - Basis of Payment is provided   |            |                |
| <b>Comments:</b>   |            |                |

| <b>Evaluation Criteria</b>   | <b>Met</b> | <b>Not met</b> |
|--|------------|----------------|
| <b>M1. EXPERIENCE OF THE BIDDER (The campaign will be rated under R.1)</b>   |            |                |
| <p>Bidder MUST demonstrate their experience and expertise in developing and executing marketing and advertising campaigns by submitting two (2) examples which were produced and completed within the past three (3) years of the bid closing date.</p> <ul style="list-style-type: none"> <li>- One of the examples must be an integrated multi-media marketing and advertising campaign that targeted various audiences, including women as the primary target audience.</li> <li>- One of the examples must be a campaign that addressed change in mindset (way of thinking); Each example ad should be provided in both English and French.</li> </ul> |            |                |
| <b>Comments:</b>   |            |                |

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| Evaluation Criteria  | Met | Not met |
|--|-----|---------|
| <b>M2. KEY PERSONNEL (The personnel will be rated under R.2)</b>   |     |         |
| Bidders MUST propose one (1) resource for each of the key categories of service identified below. The minimum number of years of experience for each is: <ul style="list-style-type: none"><li>– Account Strategy and Direction - 3 years as an Account Manager, Senior Account Executive or equivalent</li><li>– Media Strategy and Direction - 5 years as a Media Strategist, Media Director or equivalent</li><li>– Digital Engagement Strategy and Direction (including Web and Interactive Multimedia) - 5 years as Digital engagement strategist, Web and Interactive Multimedia Strategist or Digital Director</li><li>– Creative Strategy and Direction - 5 years as a Creative Director, Executive Creative Director, Group Creative Director or equivalent</li></ul> |     |         |
| <b>Comments:</b>   |     |         |

**BIDS NOT MEETING ALL OF THE MANDATORY REQUIREMENTS WILL BE GIVEN NO FURTHER CONSIDERATION.**

## R. RATED TECHNICAL CRITERIA

Proposals will be evaluated and scored in accordance with specific evaluation criteria as detailed in this section. To be considered compliant, bidders must obtain the required minimum of 60 percent of the points for each rated criteria.

| Rated Criteria   | Minimum Points Required | Maximum Points |
|--|-------------------------|----------------|
| R1. Experience of the Bidder                           | 180 points              | 300 points     |
| R2. Key Personnel                                      | 120 points              | 200 points     |
| R3. Understanding of requirement and proposed approach | 150 points              | 250 points     |

## INSTRUCTIONS TO EVALUATORS

### PLEASE READ THE FOLLOWING CAREFULLY AND IN ITS ENTIRETY PRIOR TO COMMENCING THE EVALUATION OF THE RATED REQUIREMENTS.

- The following scoring grid will be used for the evaluation of the rated criteria.
- ONLY the Percentage Factors indicated in the table are to be entered into the evaluation grids that follow. In other words, evaluators MUST choose from ONLY the following available Percentage Factors: 1, 2, 3, 4, 5 and 0. Factors such as 1.75, 2.5, etc. MUST NOT be used.
- The "Points" and "Total Points" boxes in the grids will be calculated based on the Percentage Factor(s) assigned. Evaluators MUST NOT select a number for "Points" which does not correspond to a Percentage Factor. For example, 2.5/10 is not an acceptable score as 2.5 is not available.

| Percentage Factor | Percentage of total | Rating Level  |
|-------------------|---------------------|---|
| 0                 | 0%                  | No details provided as to how the bidder meets the criteria. Unable to evaluate.  |
| 1                 | 20%                 | Unacceptable - Very limited description as to how the bidder meets the criteria. Extensive weaknesses and/or deficiencies that pose major risk(s) to the project.           |
| 2                 | 40%                 | Weak - Limited description as to how the bidder meets the criteria. Several weaknesses and/or deficiencies that pose moderate risk(s) to the project.                       |
| 3                 | 60%                 | Average - Partial description as to how the bidder meets the criteria. Limited weaknesses and/or deficiencies that pose minor risk(s) to the project.                       |
| 4                 | 80%                 | Satisfactory - Complete description as to how the bidder meets the criteria. Minimal weaknesses and/or deficiencies that will not likely pose any risk to the project.      |
| 5                 | 100%                | Strong - Comprehensive description as to how the bidder meets and/or exceeds all of the criteria. No evident weakness or deficiency. No inherent risk posed to the project. |

**R.1 EXPERIENCE OF THE OFFEROR**

| <b>R1.1 Strategic Thinking (Solution/Creative Concept) - Up to a maximum of 90 points</b>  |         |                   |            |
|--|---------|-------------------|------------|
| Assessment of Criteria   | Example | Percentage Factor | Points     |
| The Bidder has: <ul style="list-style-type: none"> <li>- clearly and succinctly articulated the client's business objectives and the role of the Agency;</li> <li>- demonstrated an in-depth understanding of the product/service/social issue market(s) and target audience(s);</li> <li>- extrapolated key insight(s) to rationalize creative and media recommendations;</li> <li>- recommended insightful creative and described why and how the creative idea resonated with and motivated the target audience(s);</li> <li>- explained convergence of creative and messaging to show how they worked effectively together, and why, to achieve the stated business objective(s).</li> </ul> | 1       | _____             | _____ / 90 |
|  | 2       | _____             | _____ / 90 |
|  |         | <b>Average</b>    | _____ / 90 |
| <b>Comments:</b>   |         |                   |            |

| <b>R1.2 Strategic Thinking (Media) - Up to a maximum of 60 points</b>   |         |                   |            |
|---|---------|-------------------|------------|
| Assessment of Criteria  | Example | Percentage Factor | Points     |
| The Bidder has: <ul style="list-style-type: none"> <li>- developed a comprehensive approach to recommending specific communications vehicles to meet the objective(s);</li> <li>- provided recommendations that were supported by evidence and focused on results;</li> <li>- delivered an execution that was true to the strategy</li> </ul> | 1       | _____             | _____ / 60 |
|   | 2       | _____             | _____ / 60 |
|   |         | <b>Average</b>    | _____ / 60 |
| <b>Comments:</b>  |         |                   |            |

| <b>R1.3 Quality of Creative Materials - Up to a maximum of 25 points</b>   |         |                   |            |
|--|---------|-------------------|------------|
| Assessment of Criteria   | Example | Percentage Factor | Points     |
| The Bidder has: <ul style="list-style-type: none"> <li>- produced creative elements (e.g., layout, on-screen talents' performance; voice over, sound, animation, art direction, cinematography, overall technical, photography) that are high-quality, technically sound, and achieve the stated strategic objective(s) of the project.</li> </ul> | 1       | _____             | _____ / 25 |
|  | 2       | _____             | _____ / 25 |
|  |         | <b>Average</b>    | _____ / 25 |
| <b>Comments:</b>   |         |                   |            |

| <b>R1.4 Breadth and Depth of Experience with a Range of Media- Up to a maximum of 40 points</b>  |                   |            |
|--|-------------------|------------|
| Assessment of Criteria   | Percentage Factor | Points     |
| The Bidder has: <ul style="list-style-type: none"> <li>- Demonstrated experience in employing a variety of traditional and non-traditional media (e.g., television, radio, cinema, print, out-of-home, digital including mobile and interactive);</li> <li>- Demonstrated experience in conceptualizing and implementing media innovations.</li> </ul> | _____             | _____ / 40 |
| <b>Comments:</b>   |                   |            |

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| <b>R1.5 Breadth of Experience Targeting Audiences with Various Demographic and/or Ethnographic Profiles - Up to a maximum of 35 points</b> |                   |            |
|--|-------------------|------------|
| Assessment of Criteria   | Percentage Factor | Points     |
| The Bidder has:<br>– Demonstrated experience in executing campaigns aimed at a variety of different audiences.                             | _____             | _____ / 35 |
| <b>Comments:</b>   |                   |            |

| <b>R1.6 Challenges and Solutions - Up to a maximum of 50 points</b>   |                   |            |
|---|-------------------|------------|
| Assessment of Criteria  | Percentage Factor | Points     |
| The Bidder has:<br>– Demonstrated experience with proposing solutions to and/or adapting the campaign approach for unforeseen challenges encountered during the delivery of a campaign (this may include revision process, meeting the timelines, management issues, client approval process, unplanned changes in strategic direction etc.). | _____             | _____ / 50 |
| <b>Comments:</b>  |                   |            |

**Total points allocated for the R.1 EXPERIENCE OF THE OFFEROR: \_\_\_\_\_ / 300 points**

**R.2 KEY PERSONNEL**

Each CV for each service category will be evaluated and scored collectively - the total score for each service category will be the average score of the CVs submitted for that category.

| <b>R2.2 Account Strategy and Direction - Up to a maximum of 80 points</b>  |                |                   |            |
|--|----------------|-------------------|------------|
| Assessment of Criteria   | CV             | Percentage Factor | Points     |
| The number of years of experience in the advertising/marketing communications field 3-5 years; 6-9 years; 10+ years; [4 points for 3-5 years, 6 points for 6-9 years, 8 points for 10+ years for a possible total of 8 points] | 1              | _____             | _____ / 8  |
|  | 2              | _____             | _____ / 8  |
|  | 3              | _____             | _____ / 8  |
|  | <b>Average</b> |                   | _____ / 8  |
| Relevant combined formal education, professional accreditations and related professional development   | 1              | _____             | _____ / 5  |
|  | 2              | _____             | _____ / 5  |
|  | 3              | _____             | _____ / 5  |
|  | <b>Average</b> |                   | _____ / 5  |
| Demonstrated appropriateness and relevancy of the proposed individual for DND recruitment advertising and marketing campaigns  | 1              | _____             | _____ / 7  |
|  | 2              | _____             | _____ / 7  |
|  | 3              | _____             | _____ / 7  |
|  | <b>Average</b> |                   | _____ / 7  |
| Provide one (1) or two (2) examples of project(s) that demonstrate the individual's expertise in:  |                |                   |            |
| 1. adapting to a changing environment  | 1              | _____             | _____ / 30 |
|  | 2              | _____             | _____ / 30 |
|  | 3              | _____             | _____ / 30 |
|  | <b>Average</b> |                   | _____ / 30 |
| 2. being able to offer strategic insight/options, in addition to successfully managing a project   | 1              | _____             | _____ / 30 |
|  | 2              | _____             | _____ / 30 |
|  | 3              | _____             | _____ / 30 |
|  | <b>Average</b> |                   | _____ / 30 |
|  |                | <b>TOTAL</b>      | _____ / 80 |
| Comments:  |                |                   |            |

| <b>R2.2 Media Strategy and Direction - Up to a maximum of 50 points</b>  |    |                   |           |
|--|----|-------------------|-----------|
| Assessment of Criteria   | CV | Percentage Factor | Points    |
| The number of years of experience in the advertising/marketing communications field 3-5 years; 6-9 years; 10+ years; [4 points for 3-5 years, 6 points for 6-9 years, 8 points for 10+ years for a possible total of 8 points] | 1  | _____             | ____ / 8  |
|  | 2  | _____             | ____ / 8  |
|  | 3  | _____             | ____ / 8  |
|  |    | <b>Average</b>    | ____ / 8  |
| Relevant combined formal education, professional accreditations and related professional development   | 1  | _____             | ____ / 5  |
|  | 2  | _____             | ____ / 5  |
|  | 3  | _____             | ____ / 5  |
|  |    | <b>Average</b>    | ____ / 5  |
| Demonstrated appropriateness and relevancy of the proposed individual for DND recruitment advertising and marketing campaigns  | 1  | _____             | ____ / 7  |
|  | 2  | _____             | ____ / 7  |
|  | 3  | _____             | ____ / 7  |
|  |    | <b>Average</b>    | ____ / 7  |
| Provide one (1) or two (2) examples of project(s) that demonstrate the individual's expertise in:  |    |                   |           |
| 1. annual planning - taking a long-term approach (at minimum a whole year)   | 1  | _____             | ____ / 15 |
|  | 2  | _____             | ____ / 15 |
|  | 3  | _____             | ____ / 15 |
|  |    | <b>Average</b>    | ____ / 15 |
| 2. considering multiple marketing and advertising campaigns with differing and competing priorities  | 1  | _____             | ____ / 15 |
|  | 2  | _____             | ____ / 15 |
|  | 3  | _____             | ____ / 15 |
|  |    | <b>Average</b>    | ____ / 15 |
|  |    | <b>TOTAL</b>      | ____ / 50 |
| Comments:  |    |                   |           |

| <b>R2.3 Digital engagement Strategy and Direction (with Web and Interactive Media Strategy and Direction) - Up to a maximum of 30 points</b>   |                |                   |           |
|--|----------------|-------------------|-----------|
| Assessment of Criteria   | CV             | Percentage Factor | Points    |
| The number of years of experience in the advertising/marketing communications field 3-5 years; 6-9 years; 10+ years; [4 points for 3-5 years, 6 points for 6-9 years, 8 points for 10+ years for a possible total of 8 points] | 1              | _____             | ____ / 8  |
|  | 2              | _____             | ____ / 8  |
|  | 3              | _____             | ____ / 8  |
|  | <b>Average</b> |                   | ____ / 8  |
| Relevant combined formal education, professional accreditations and related professional development   | 1              | _____             | ____ / 5  |
|  | 2              | _____             | ____ / 5  |
|  | 3              | _____             | ____ / 5  |
|  | <b>Average</b> |                   | ____ / 5  |
| Demonstrated appropriateness and relevancy of the proposed individual for DND recruitment advertising and marketing campaigns  | 1              | _____             | ____ / 7  |
|  | 2              | _____             | ____ / 7  |
|  | 3              | _____             | ____ / 7  |
|  | <b>Average</b> |                   | ____ / 7  |
| Provide two (2) examples of projects that demonstrate the individual's expertise in:   |                |                   |           |
| 1. developing, implementing and evaluating a professional social media or digital engagement campaign  | 1              | _____             | ____ / 5  |
|  | 2              | _____             | ____ / 5  |
|  | 3              | _____             | ____ / 5  |
|  | <b>Average</b> |                   | ____ / 5  |
| 2. providing advice, developing, implementing and/or evaluating a large-scale website with integrated social media   | 1              | _____             | ____ / 5  |
|  | 2              | _____             | ____ / 5  |
|  | 3              | _____             | ____ / 5  |
|  | <b>Average</b> |                   | ____ / 5  |
|  |                | <b>TOTAL</b>      | ____ / 30 |
| Comments:  |                |                   |           |

| <b>R2.4 Creative Strategy and Direction - Up to a maximum of 40 points</b>   |    |                   |           |
|--|----|-------------------|-----------|
| Assessment of Criteria   | CV | Percentage Factor | Points    |
| The number of years of experience in the advertising/marketing communications field 3-5 years; 6-9 years; 10+ years; [4 points for 3-5 years, 6 points for 6-9 years, 8 points for 10+ years for a possible total of 8 points] | 1  | _____             | ____ / 8  |
|  | 2  | _____             | ____ / 8  |
|  | 3  | _____             | ____ / 8  |
|  |    | <b>Average</b>    | ____ / 8  |
| Relevant combined formal education, professional accreditations and related professional development   | 1  | _____             | ____ / 5  |
|  | 2  | _____             | ____ / 5  |
|  | 3  | _____             | ____ / 5  |
|  |    | <b>Average</b>    | ____ / 5  |
| Demonstrated appropriateness and relevancy of the proposed individual for DND recruitment advertising and marketing campaigns  | 1  | _____             | ____ / 7  |
|  | 2  | _____             | ____ / 7  |
|  | 3  | _____             | ____ / 7  |
|  |    | <b>Average</b>    | ____ / 7  |
| Provide one (1) or two (2) examples of project(s) that demonstrate the individual's expertise in:  |    |                   |           |
| 1. creative targeting youth/young adults   | 1  | _____             | ____ / 5  |
|  | 2  | _____             | ____ / 5  |
|  | 3  | _____             | ____ / 5  |
|  |    | <b>Average</b>    | ____ / 5  |
| 2. engaging digital marketing content  | 1  | _____             | ____ / 5  |
|  | 2  | _____             | ____ / 5  |
|  | 3  | _____             | ____ / 5  |
|  |    | <b>Average</b>    | ____ / 5  |
| 3. innovative out-of-home and digital creative   | 1  | _____             | ____ / 5  |
|  | 2  | _____             | ____ / 5  |
|  | 3  | _____             | ____ / 5  |
|  |    | <b>Average</b>    | ____ / 5  |
| 4. creative in a limited budget context and/or an example of creative produced with existing footage/photography   | 1  | _____             | ____ / 5  |
|  | 2  | _____             | ____ / 5  |
|  | 3  | _____             | ____ / 5  |
|  |    | <b>Average</b>    | ____ / 5  |
|  |    | <b>TOTAL</b>      | ____ / 40 |
| Comments:  |    |                   |           |

**Total points allocated for the R.2 KEY PERSONNEL: \_\_\_\_ / 200 points**

**R.3 UNDERSTANDING OF REQUIREMENT & PROPOSED APPROACH**

| <b>R3.1 Campaign Vision - Up to a maximum of 70 points</b>   |                   |            |
|--|-------------------|------------|
| Assessment of Criteria   | Percentage Factor | Points     |
| The Bidder should:<br>demonstrate an understanding of the target audience(s) and describe how to most effectively communicate with them (insights should be provided as support for all suggested means)<br>clearly and succinctly articulate DND's communications objectives<br>explain the approach and process that would be used to develop key insights and recommendations for creative, media (including partnerships) as well as suggested engagement strategies | _____             | _____ / 70 |
| <b>Comments:</b>   |                   |            |

| <b>R3.2 Understanding of the Public Environment - Up to a maximum of 30 points</b>   |                   |            |
|--|-------------------|------------|
| Assessment of Criteria   | Percentage Factor | Points     |
| The Bidder should articulate a clear understanding of the public environment and its potential positive or negative impacts on the campaign. | _____             | _____ / 30 |
| <b>Comments:</b>   |                   |            |

**R3.3 Robust Management Systems - Up to a maximum of 40 points**

| Assessment of Criteria  | Percentage Factor | Points     |
|---|-------------------|------------|
| The Bidder should describe how they assign resources to projects, how they accurately estimate costs (with a view to reduce the number of adjustments to estimates during the project), and control budgets and timelines (considering the potential for delays due to approvals on the client-side); and the systems and processes that are in place to manage projects that may require the use of the same limited | _____             | _____ / 25 |
| The Bidder should include an example of their management systems and how they improve work performance and efficiency.  | _____             | _____ / 15 |
|   | <b>Total</b>      | _____ / 40 |

**Comments:****R3.4 Quality Assurance Process for Language and Creative Adaptation - Up to a maximum of 50 points**

| Assessment of Criteria   | Percentage Factor | Points     |
|--|-------------------|------------|
| The Bidder should describe the processes that are in place to ensure the quality of creative materials that are translated/adapted from one of Canada's official languages into the other, and into any other language for various ethno-cultural audiences. | _____             | _____ / 25 |
| The Bidder should provide an example of a Creative Adaptation. This should include a copy of actual advertising in the original language of the ad (English, French or other), accompanied by versions in both English and French.                           | _____             | _____ / 25 |
|  | <b>Total</b>      | _____ / 50 |

**Comments:**

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Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

cz002

Client Ref. No. - N° de réf. du client

W5830-13-0004

File No. - N° du dossier

cz002W5830-130004

CCC No./N° CCC - FMS No/ N° VME

| <b>R3.5 Media Plan - Up to a maximum of 60 points</b>  |                   |                   |
|--|-------------------|-------------------|
| Assessment of Criteria   | Percentage Factor | Points            |
| The bidder should articulate a clear understanding of the national media plan delivery for an integrated multi-media campaign aimed at multiple audiences and the impact of the Official Languages Act (OLA) | _____             | _____ / 30        |
| Provide one (1) media plan example of national integrated multi-media campaign. The example provided should include an explanation of the approval process and revision history.                             | _____             | _____ / 30        |
|  | <b>Total</b>      | _____ / <b>60</b> |
| <b>Comments:</b>   |                   |                   |
|  |                   |                   |

**Total points allocated for the R.3 UNDERSTANDING OF REQUIREMENT & PROPOSED APPROACH \_\_\_\_\_ /250 points**

## APPENDIX "1" EXPERIENCE OF THE BIDDER - EXAMPLE TEMPLATE

In order to ensure that the evaluation team gets the information needed to evaluate the marketing and advertising campaign, please ensure that the following information is provided on a "per campaign" basis. These are to be combined with the complete details provided under the Statement of Work.

The Bidder should use the headings and sub-headings provided below, use plain language, provide facts and sources, and ensure that creative samples are properly labelled.

EXAMPLE # \_\_\_\_

### SECTION I: BACKGROUND INFORMATION

Agency Name:

Campaign Name:

Client Name:

Campaign Dates:

Geographic Area Covered:

A. Media Budget Range:

\_\_\_ Under \$250K

\_\_\_ \$250K to \$500K

\_\_\_ \$500K to \$1M

\_\_\_ \$1M to \$2M

\_\_\_ \$2M to \$3M

\_\_\_ over \$3M

B. Production Budget Range:

\_\_\_ Under \$250K

\_\_\_ \$250K to \$500K

\_\_\_ \$500K to \$1M

\_\_\_ \$1M to \$2M

\_\_\_ \$2M to \$3M

\_\_\_ over \$3M

### SECTION II: SITUATIONAL ANALYSIS (Limit 300 words)

Describe your client's business requirement, challenge, or opportunity and what your agency was hired to do. Include a description of the product/service/social issue at the heart of the campaign, the market(s) and the target audience(s).

### SECTION III: STRATEGIC THINKING (Limit 700 words)

Describe the strategic thinking behind the strategy (creative and media) that you developed to respond to your client's business requirement. This should include: a summary of the key data, information, and/or insights, that anchored your strategic recommendations; a description of the creative idea; the central message; the target audience(s); the rationale for why the idea would be compelling to the target audience(s) and the intended impact; a summary of the media strategy; and media innovation(s) (if applicable).

### SECTION IV: CAMPAIGN EXECUTION (Limit 400 words)

Describe what approaches were used and how the elements of the campaign worked together. Explain how the creative idea was executed in the various media and illustrate the role of each element and the synergy between them. Summarize the media plan (percentage of budget allocated to each medium, weight levels, and roll-out dates by medium) and the rationale behind it.

### SECTION V: RESULTS (Limit 300 words)

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Summarize campaign results for the entire campaign period (e.g., not specific peaks where results were the best). Include campaign metrics (key performance indicators) and outcome(s) relative to benchmarks and the client's business objectives.

**SECTION VI: GENERAL (OPTIONAL) (Limit 300 words)**

Provide any additional information that could be useful in better understanding the outcome of the campaign and the contribution of your company. For example, specific challenges which were identified and resolved, award(s) received for the campaign, etc.

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## APPENDIX "2" DND ADDITIONNAL INFORMATION

### 1. Current Environment

#### 1.1. Shift from Afghanistan

In order to adapt to the shift of the CAF from Afghanistan, the following Defence priorities have been identified:

- Implement initiatives to end current combat mission for CAF in Afghanistan;
- Plan, develop and implement post-2011 readiness initiatives;
- Plan and develop the capability to meet reconstitution and readiness initiatives;
- Maintain the ability to conduct six Core Missions within Canada, North America and globally (as per the Canada First Defence Strategy  
<http://www.forces.gc.ca/en/about/canada-first-defence-strategy-summary.page>).

Source: Defence Priorities 2011-2014

The withdrawal from Afghanistan may give potential recruits the impression that the operational tempo has slowed down.

#### 1.2. Current Views of the Canadian Armed Forces

The Views of Canadians Tracking Study consisted of 10 focus groups. The following are findings from the qualitative research conducted in March 2013. (Library and Archives containing DND/CAF Public Opinion Research results: <http://amicus.collectionscanada.ca/porr-rrop-bin/Main/RouteRqst>)

#### **Awareness, Impressions and Perceptions of the CAF**

Awareness of the CAF and its activities was fairly low, but impressions and perceptions of the CAF were strongly positive.

#### **Awareness of the CAF**

When it came to recall of relatively recent CAF-related stories or issues, participants tended to point to stories about equipment procurement or stories that occupied the front page of news outlets during the relevant timeframe. Beyond procurement, Afghanistan was mentioned with some frequency, although typically only to the extent that Canadian troops were (and some said are) on the ground in the country. In addition, some participants pointed to "feel good" type stories, including, for example, the return of Canadian troops from overseas missions. A few recalled issues more negative in orientation, like coverage of the arrest/trial of Russell Williams and the inappropriate use of military equipment by DND/CAF personnel.

When asked how familiar they are with the CAF and its activities, most participants characterized themselves as not very or not at familiar with the CAF.

#### **Impressions and Perceptions of the CAF**

Perceptions of the CAF were very favourable, ranging from moderately to strongly positive. The words routinely used to describe the CAF, and offered as rationale for their impression, include well-respected, well-trained, disciplined, capable, honest, polite, effective, and peace-focused. Some participants attributed their positive impression of the CAF to its international reputation (that the CAF is respected internationally), to its humanitarian work abroad, or to its peacekeeping missions, as well as legacy as a peacekeeper.

When the focus of the discussion shifted to participants' perceptions of the roles and responsibilities of the CAF, two themes appeared to dominate - Canada's role as a peacekeeper in the international

domain, and protecting Canadians and Canada's sovereignty. Other domestic roles and responsibilities identified regularly were search and rescue, as well as disaster relief and emergency response.

### **International Focus**

Aside from Afghanistan, recall of CAF missions outside of Canada in the last six months or so was limited. While there was widespread agreement that the CAF is currently active in places outside of Canada, participants generally had trouble identifying any such locations.

### **The North**

Turning to the North, most participants were at least moderately aware of some of the issues relating to Canada's Arctic. The types of things participants recalled about the Arctic tended to relate to ownership claims and the environment.

### **Arctic Sovereignty**

Relatively few participants had heard the specific expression "Arctic Sovereignty." Despite this, many had a general understanding of the expression, one they intuited or inferred from their knowledge of the words or from media coverage of related issues. That said, most had heard little-to-nothing about Arctic Sovereignty recently.

### **CAF Involvement in the North**

Focusing on the CAF and the North, many participants said they are aware, at least in a general sense, that the CAF conducts exercises and operations in the Arctic, including regular patrols. Moreover, most participants think it is important for Canada to maintain patrols in the North.

### **The Northwest Passage**

Most participants are aware that northern waterways are becoming passable. However, many claimed to know little more about the issue.

## **2. Economy / Employment**

- Employment rates have generally been increasing since 2009, and in May 2013 employment grew 1.4% as compared to the previous 12 months. Employment increases occurred in Ontario, Quebec, Alberta, New Brunswick and Manitoba, and occurred in the areas of construction, retail and wholesale trade, "other services," and business, building and other support services. Employment declined in Prince Edward Island.
- The majority of new recruits (57%) were employed full-time when they applied to the CAF.
- About 12.8% of Canadian families have a female lone-parent. Lone-parents experience more unemployment (8.1%) than the average Canadian (6.8%).
- About one-fifth of people aged 15 and over do not live in a census family, which includes those who live alone, with non-relatives only or with other relatives. This means that recruitment efforts must focus on single women as well as those with families.

## **3. Social**

The CAF is viewed as a "way of life" more so than an alternative to other public and private sector employers.

- Financial consideration (including salary and benefits), work schedule (flexibility that contributes to balancing work and personal responsibilities) and location (also for balancing work and personal responsibilities) are the most important considerations in choosing a job or an employer.
- Less educated new or recent recruits generally place more influence on others in their decision to join the CAF (an average of eight points higher).

- Two in four new or recent recruits (42%) indicated that their father had some influence in their decision to join the CAF. Peers (38%) and their mother (34%) also held influence for these individuals. Other members of their community, including teachers and guidance counsellors were not indicated as having influenced their decision to join the CAF. However, women are less likely to have support from their father to join the CAF.
- Women are more likely to participate in creative areas such as culinary arts and visual arts than men, but they placed less importance on being creative in their job.
- Women place a higher importance on helping others and giving back to their communities.
- The April 2013 introduction of new fitness standards for the CAF brings a new focus to the physical challenge of the CAF.
- Women are less likely to participate in team sports, video games or individual sports.

#### 4. Political

In January 2013 the American military lifted the ban on female soldiers serving in combat roles, which received media coverage and led to coverage of other countries' policies. This may have increased Canadians' awareness of the CAF's policy on women serving in the military.

Prospective initiatives regarding the CAF were outlined in the government's Speech from the Throne and the 2013 Federal Budget, which sets the stage for military and DND funding for the foreseeable future.

Fiscally, in its quest to return to balanced budgets by 2014-2015, the Government of Canada is looking to restrain departmental growth of defence spending. As part of the strategic review and Defence Renewal processes, DND is making changes to streamline departmental operations, optimize efficiencies, and align programs with core missions and government priorities.

#### 5. PEST Analysis of Recruitment of Women

In addition to the points above related to the Canadian general population, the following section includes additional findings related specifically to women.

##### Political Factors

In January 2013, the American military lifted the ban on female soldiers serving in combat roles, which received media coverage - and led to coverage of other countries' policies. This may have increased Canadians' awareness of the CAF's policy on women serving in the military.

##### Economic Factors

About 12.8% of Canadian families have a female lone-parent. Lone-parents experience more unemployment (8.1%) than the average Canadian (6.8%).

About one-fifth of people aged 15 and over do not live in a census family, which includes those who live alone, with non-relatives only or with other relatives. This means that recruitment efforts must focus on single women as well as those with families.

##### Social Factors

- Two in four new or recent recruits (42%) indicated that their father had some influence in their decision to join the CAF. Peers (38%) and their mother (34%) also held influence for these individuals. Other members of their community, including teachers and guidance counsellors were not indicated as having influenced their decision to join the CAF. However, women are less likely to have support from their father to join the CAF.
- Women are more likely to participate in creative areas such as culinary arts and visual arts than men, but they placed less importance on being creative in their job.

- Women place a higher importance on helping others and giving back to their communities.
- Women are less likely to participate in team sports, video games or individual sports.

### **Strategic Gap Analysis**

The barriers that the CAF faces in recruiting women, as identified in the Women focus test and Formative research are:

- If considered at all, the CAF is considered amongst a variety of other employment opportunities;
- Lack of perception of "normalcy" in the CAF, fear of lack of work-life balance;
- Lack of knowledge about day-to-day specifics of being employed by the CAF (including pay, work schedule, deployment potential, and length of commitment);
- Lack of knowledge of the variety of occupations available in the CAF (specifically the non combat occupations);
- The CAF is seen as masculine, physically demanding, challenging to one's character and old-fashioned.

### **Technological Factors**

The Internet plays an important role when searching for a job.

## **6. Competition**

The CAF remains one of Canada's most sought-after sources of employment, as approximately 19,000 men and women applied to the Regular Force in FY 2012-2013, and 4,806 new members were recruited. The most common age group for new non-commissioned member recruits is 18-23 years (57%), and for officers, ages 17-19 (36%).

Industries with which the CAF feel considerable competition include outside public organizations such as the Police Corps, the RCMP, the federal public service, the security sector and the Commissionaires, among others.

Due to the plethora of occupation choices and career opportunities available with the CAF, competition also arises with the private sector. Qualified candidates may either choose the corporate world or entrepreneurship at the onset of their careers, or alter career paths in the middle of their CAF career.

In addition to the exciting and one-of-a-kind work that defines the CAF, the CAF offers competitive salaries, extensive benefit packages, and personal and professional support which, continue to act as enticing incentives for candidates. Furthermore, the CAF provides full-time and part-time positions, education and training, vacation, leisure time, and a constant emphasis on work-life balance.

These are benefits the CAF has always stressed and continues to rely on as fundamental advantages offered in lieu of its competition.

As recruitment marketers, it remains of utmost importance to continue the pursuit of creative, innovative, and effective methods that utilize the best resources in attracting the target audience to join today's CAF.