

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

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

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

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

**Comments - Commentaires**

There is no Security Requirement associated with this Solicitation.

**Vendor/Firm Name and Address**

Raison sociale et adresse du  
fournisseur/de l'entrepreneur

**Issuing Office - Bureau de distribution**

Business Management and Consulting Services  
Division / Division des services de gestion des affaires  
et de consultation  
11 Laurier St. / 11, rue Laurier  
10C1, Place du Portage  
Gatineau, Québec K1A 0S5

<b>Title - Sujet</b> BENCHMARKING CONSULTING SERVICES	
<b>Solicitation No. - N° de l'invitation</b> EK235-142594/A	<b>Amendment No. - N° modif.</b> 002
<b>Client Reference No. - N° de référence du client</b> 20142594	<b>Date</b> 2014-05-23
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$ZG-415-27656	
<b>File No. - N° de dossier</b> 415zg.EK235-142594	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2014-07-02</b>	
<b>F.O.B. - F.A.B.</b> <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> Habash, Christine	<b>Buyer Id - Id de l'acheteur</b> 415zg
<b>Telephone No. - N° de téléphone</b> (819) 956-7852 ( )	<b>FAX No. - N° de FAX</b> (819) 956-2675
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>	

Instructions: See Herein

Instructions: Voir aux présentes

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

Solicitation No. - N° de l'invitation

EK235-142594/A

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

20142594

Amd. No. - N° de la modif.

002

File No. - N° du dossier

415zgEK235-142594

Buyer ID - Id de l'acheteur

415zg

CCC No./N° CCC - FMS No/ N° VME

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SEE ATTACHED

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## **PART 1 - GENERAL INFORMATION**

### **1. Introduction**

The bid solicitation is divided into 6 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 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Attachments include:

Pricing Schedule, Technical and Financial Criteria Evaluation and Certifications Precedent to Contract Award

The Annexes include:

the Statement of Work and Basis of Payment

### **2. Summary**

Public Works and Government Services Canada (PWGSC), through the Pension Services Directorate (PSD) requires benchmarking services for **2014/15, 2015/16, 2016/2017 plus two (2) one (1) year options periods** whereas each year is defined by a period starting on July 1st to June 30th of the following year to capture performance measures relevant to its pension administration processes of Public Service Pension Plan (PSPP), systems and organization structure in order to make better business decisions relating to pension administration service improvements.

PWGSC wishes to measure performance of PSPP against other similar Canadian and international public and private pension plans to determine how well it has performed, improved and progressed toward the provision of better pension services.

### **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 **fifteen (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) (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.

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

**Delete: sixty (60) days**

**Insert: one hundred twenty (120) calendar 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.

Bids transmitted to PWGSC by electronic mail will not be accepted.

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

### 3. Former Public Servant (FPS)

Contracts awarded to (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny and reflect fairness in spending 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.

#### Definitions

For the purposes of this clause,

"former public servant" is any former member of a department as defined in the [Financial Administration Act](#), R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

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

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the 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 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.

If the answer to the question and, as applicable, the information are not submitted in or with the bid, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

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

If the answer to the question and, as applicable, the information are not submitted in or with the bid, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

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 **ten (10)** 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 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**

The Pension Services Directorate of the Public Works and Government Services Canada 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 ground:

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**

### **Bid Preparation Instructions**

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

- Section I: Technical Bid (4 hard copies)
- Section II: Financial Bid (1 hard copy)
- Section III: Certifications (1 hard copy); and
- Section IV: Additional Information (1 hard copy).

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

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

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper; and
- (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](#).

To assist Canada in reaching its objectives, bidders should :

- 1) use 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.

Part 4, Evaluation Procedures, contains additional instructions that bidders should consider when preparing their technical bid.

## **Section II: Financial Bid**

**1.1** Bidders must submit their financial bid in Canadian funds and in accordance with the pricing schedule detailed in Attachment 1 to Part 3. The total amount of Applicable Taxes must be shown separately.

**1.2** Bidders must submit their rates FOB destination; Canadian customs duties and excise taxes included, as applicable; and Applicable Taxes excluded.

**1.3** When preparing their financial bid, bidders should review the basis of payment in Annex B.

**1.4** Bidders should include the following information in their financial bid:

1. Their legal name;
2. Their Procurement Business Number (PBN); and
3. The name of the contact person (including this person's mailing address, phone and facsimile numbers and email address) authorized by the Bidder to enter into communications with Canada with regards to:
  - (1) their bid; and
  - (2) any contract that may result from their bid.

## **Section III: Certifications**

In Section III of their bid, Bidders should provide the certifications required under Part 5 and, as applicable, any associated information.

## **Section IV: Additional Information**

In Section IV of their bid, Bidders should provide:

For Part 2, article 3, Former Public Servant:  
the required answer to each question and, as applicable, the required information:

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

## ATTACHMENT 1 to PART 3

### PRICING SCHEDULE

The Bidder should complete this pricing schedule and include it in its financial bid once completed. As a minimum, the Bidder must respond to this pricing schedule by including in its financial bid for each of the periods specified below its quoted all inclusive fixed price (in Cdn \$).

The all inclusive firm prices, specified below, when quoted by the Bidder, include the total estimated cost of all travel and living expenses that may need to be incurred for:

- a. work described in Part 6, Resulting Contract Clauses, of the bid solicitation required to be performed within the National Capital Region (NCR). The NCR is defined in the *National Capital Act*, R.S.C. 1985, c. N-4, S.2. *The National Capital Act* is available on the Justice Website: <http://laws.justice.gc.ca/eng/acts/N-4/>
  - b. travel between the successful bidder's place of business and the NCR; and
  - c. the relocation of resources
- to satisfy the terms of any resulting contract. These expenses cannot be charged directly and separately from the professional fees to any contract that may result from the bid solicitation.

PERIOD	QUOTED FIRM PRICE (in CDN \$ and exclusive of GST/HST)
Period 1 - Contract award to June 30, 2015	\$
Period 2 - July 1, 2015 - June 30, 2016	\$
Period 3 - July 1, 2016 - June 30, 2017	\$
Option Period 1 - July 1, 2017 - June 30, 2018	\$
Option Period 2 - July 1, 2018 - June 30, 2019	\$
<b>Total Evaluated Firm Price</b> <b>(Applicable Taxes excluded):</b>  <b>(i.e., sum of: Total Period 1 + Total Period 2 + Total Period 3 + Option Period 1 + Option Period 2)</b>	\$
<b>Applicable Taxes:</b> <b>( indicate the amount if applicable)</b> <b>GST, HST, PST</b>	\$

## **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**

##### **1.1.1 Mandatory Technical Criteria**

Refer to Attachment 1 to Part 4.

##### **1.1.2 Point Rated Technical Criteria**

Refer to Attachment 1 to Part 4. Point-rated technical criteria not addressed will be given a score of zero.

#### **1.2 Financial Evaluation**

**1.2.1** For bid evaluation and contractor(s) selection purposes only, the evaluated price of a bid will be determined in accordance with the Pricing Schedule detailed in Attachment 1 to Part 3.

##### **1.2.2 Mandatory Financial Criteria**

Refer to Attachment 1 to Part 4.

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

#### **2.1 Basis of Selection - Lowest Evaluated Price**

A bid must comply with the requirements of the bid solicitation and meet all mandatory evaluation criteria to be declared responsive.

The responsive bid with the lowest evaluated price will be recommended for award of a contract.

1. To be declared responsive, a bid must:

- (a) comply with all the requirements of the bid solicitation;
- (b) meet all mandatory evaluation criteria

2. Bids not meeting (a) or (b) will be declared non-responsive. The responsive bid with the lowest evaluated price will be recommended for award of a contract. In the event two or more responsive bids have the same lowest evaluated price, the responsive bid that obtained the highest overall score for all the point rated technical criteria subject to point rating detailed in Attachment 1 to Part 4 will be recommended for award of a contract.

## ATTACHMENT 1 to PART 4

### TECHNICAL AND FINANCIAL CRITERIA

#### 1.1 Mandatory Technical Criteria

The bid must meet the mandatory technical criteria specified below. The Bidder must provide the necessary documentation to support compliance with this requirement.

Any bid which fails to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion should be addressed separately.

	<b>Description</b>	<b>MET</b>	<b>NOT MET</b>	Remarks
M1	The Bidder must demonstrated experience conducting a minimum of two (2) pension benchmarking projects, for organizations other than Bidder itself, in the five (5) years prior to bid closing. In order for a project to meet this requirement, the Bidder must demonstrate that a minimum of twenty (20) International and publicly financed Canadian organizations participants have been benchmarked in the cited projects			
M2	The firm must demonstrate that the participants in the benchmarking projects embodied a benchmarking peer group for comparison consisting of a minimum mixture of ten (10) International and publicly financed Canadian pension plans. The size of the 10 plans within the mixture must correspond to 50% of 575 400 members (but not less than 287 700 members) and can exceed 575 400, without limitation.			
M3	The Bidder must have managed one (1) of the two (2) pension benchmarking projects identified in M1. The Bidder must have led the project including planning, executing and analyzing the benchmarking exercise.			

## 1.2 Point Rated Technical Criteria

Any bid which meets all the mandatory technical criteria will be evaluated and scored as specified in the tables inserted below.

Any bid which fails to obtain **the minimum number of points specified (50% per project)**, will be declared non-responsive. Each point rated technical criterion should be addressed separately.

	Description	Scale	Points	Cross reference to proposal
<b>PROJECT 1</b>				
The Proposed resource should demonstrate the following for project 1 identified in M3				
R1	Assets benchmarked in comparison to dollar value of PSSA Pension Assets - \$149 billion  <b>Total points available = 10 points</b>	More than 75% of \$149 billion =10 pts  Within 50% to 74% of \$149 billion 6 pts  Within 25% to 49% of \$149 billion =3pts  Within 10% to 24% of \$149 billion=1 pts  Less than 10% of \$149 = 0 pts		
R2	Membership size of the peer organizations in comparison to PSSA – 575,400 members  <b>Total points available = 10 points</b>	More than 75% of 575,400 members = 10 pts  Within 50 to 74% of 575,400 members = 6 pts  Within 25 to 49% of 575,400 members = 3 pts  Within 10 to 24% of 575,400 members = 1 pts  Less than 10% of 575,400 members = 0 pts		
R3	Type of cost domains-  The Benchmarking project includes comparison of costs for major pension activities which are defined by the following cost domains.  Direct, program activities: <ul style="list-style-type: none"> <li>- Calculation/Issuance of first awards</li> <li>- Pension payment maintenance</li> <li>- Collection and recording of contributions</li> </ul>	<b>(1 point per cost domain to a maximum of 10 points)</b>		

	<ul style="list-style-type: none"> <li>- Termination of payment/refunds</li> <li>- Elections for prior service</li> <li>- Mass communications</li> <li>- Pension benefit entitlement estimate</li> <li>- Pension Transfer Agreements</li> <li>- Deferred members maintenance</li> </ul> <p>Support, Administrative:</p> <ul style="list-style-type: none"> <li>- Corporate management</li> <li>- Policy Support</li> <li>- Computer services</li> <li>- Financial services</li> <li>- Administrative services</li> </ul>			
<p><b>PROJECT 2</b> The Proposed resource should demonstrate the following for project 2 identified in M3</p>				
R4	<p>1) Assets benchmarked in comparison to dollar value of Pension fund PSSA Assets - \$149 billion</p> <p><b>Total points available = 10 points</b></p>	<p>More than 75% of \$149 billion = 10 pts</p> <p>Within 50% to 74% of \$149 billion = 6 pts</p> <p>Within 25% to 49% of \$149 billion = 3 pts</p> <p>Within 10% to 24% of \$149 billion = 1 pts</p> <p>Less than 10% of \$149 = 0 pts</p>		
R5	<p>Composition/size of the peer membership organizations in comparison to PSSA – 575,400 members</p> <p><b>Total available points = 10 points</b></p>	<p>More than 75% of 575, 400 = 10 pts</p> <p>Within 50% to 74% of 545,400 = 6 pts</p> <p>Within 25% to 49% of 575,400 = 3 pts</p> <p>Within 10% to 24% of 575,400= 1 pts</p> <p>Less than 10% of 575,400 = 0 pts</p>		
R6	<p>Type of cost domains:</p> <p>The Benchmarking project includes comparison of costs for major pension activities which are defined by the following cost domains: Direct, program activities:</p> <ul style="list-style-type: none"> <li>- Calculation/Issuance of</li> </ul>	<p><b>1 point per cost domain to a maximum of 10 points</b></p>		

	<ul style="list-style-type: none"> <li>first awards</li> <li>- Pension payment maintenance</li> <li>- Collection and recording of contributions</li> <li>- Termination of payment/refunds</li> <li>- Elections for prior service</li> <li>- Mass communications</li> <li>- Pension benefit entitlement estimate</li> <li>- Pension Transfer Agreements</li> <li>- Deferred members maintenance</li> </ul> <p>Support, Administrative:</p> <ul style="list-style-type: none"> <li>- Corporate management</li> <li>- Policy Support</li> <li>- Computer services</li> <li>- Financial services</li> <li>- Administrative services</li> </ul>			
	TOTAL points for Point Rated Technical Criteria			

**1.3 Mandatory Financial Criteria**

The bid must meet the mandatory financial criteria specified in the table inserted below.

Any bid which fails to meet the mandatory financial criteria will be declared non-responsive. Each criterion should be addressed separately.

<b>Mandatory Financial Criteria</b>	
<b>Number</b>	<b>Mandatory Financial Criterion</b>
<b>MF1</b>	Ceiling price for five year contract will not exceed 45,000CAD per year, which is 225,000 CAD in total (GST excluded)

## **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 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 will constitute a default under the Contract.

### **1. Certifications 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](http://publiservice.gc.ca/services/fcp-pcf/index_f.htm)" list ([http://publiservice.gc.ca/services/fcp-pcf/index\\_f.htm](http://publiservice.gc.ca/services/fcp-pcf/index_f.htm)) available from Human Resources and Skills Development Canada (HRSDC) - Labour's website.

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](http://publiservice.gc.ca/services/fcp-pcf/index_f.htm)" list at the time of contract award.

Canada will also have 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](http://publiservice.gc.ca/services/fcp-pcf/index_f.htm)" list during the period of the Contract.

Before contract award, the Bidder must provide the Contracting Authority with the certification relative to the Federal Contractors Program for Employment equity included in the Attachment 1 to Part 5, Certifications

Precedent to Contract Award, completed in accordance with the instructions provided.

#### **1.3 Attachment 1 to Part 5, Certifications Precedent to Contract Award**

The certifications included in Attachment 1 to Part 5, Certifications Precedent to Contract Award, 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 and provide the Bidder with 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. Status and Availability of Resources**

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability.

## **3. Education and Experience**

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

## PART 6 - RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation. *(at contract award, delete this sentence)*

### 1. Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A and the Contractor's technical bid entitled \_\_\_\_\_, dated \_\_\_\_\_.

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

#### 2.1 General Conditions

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

### 3. Security Requirement

There is no security requirement applicable to this Contract.

### 4. Term of Contract

#### 4.1 Period of the Contract

The period of the Contract is from date of Contract to **June 30, 2017 inclusive**.

#### 4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to **two (2) additional one (1) year periods** 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.

#### 4.3 Termination on Thirty Days Notice

1. Canada reserves the right to terminate the Contract at any time in whole or in part by giving **thirty (30)** calendar days written notice to the Contractor.

2. In the event of such termination, Canada will only pay for costs incurred for services rendered and accepted by Canada up to the date of the termination. Despite any other provision of the Contract, there will be no other costs that will be paid to the Contractor as a result of the termination.

## **5. Authorities**

### **5.1 Contracting Authority**

The Contracting Authority for the Contract is:

Name: Christine Habash  
Title: Supply Specialist  
Public Works and Government Services Canada (PWGSC)  
Acquisitions Branch (AB)  
Directorate: PSPD  
Address: 11 rue Laurier, 11 Laurier Street, 10C1, Place du Portage  
Gatineau, Quebec

Telephone: 819-956-7852  
Facsimile: 819-956-2675  
E-mail address: christine.habash@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.

### **5.2 Project Authority**

(To be provided at the time of Contract award)

The Project Authority for the Contract is:

Name:  
Title:  
Organization:  
Address:

Telephone:  
Facsimile:  
E-mail address:

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

### **5.3 Contractor's Representative**

(To be provided at the time of Contract award)

**Notice to the Bidder:** *If the selected Bidder provided (in accordance with the article 3 of Part 2) information on its status with respect to being a Former Public Servant in receipt of a Public Service Superannuation Act (PSSA) pension, the full text of SACC Manual clause A3025C (2013-03-21), Proactive Disclosure of Contracts with Former Public Servants, will form part of the Contract as article 6, and the articles below will be renumbered accordingly.*

## **6. Payment**

### **6.1 Basis of Payment**

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract , the Contractor will be paid a **firm price of \$\_\_\_\_\_** (insert the amount at contract award). Customs duty are included and Goods and Applicable Taxes are extra, if applicable.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work, unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

### **6.2 Method of Payment**

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

- (a) an accurate and complete claim for payment using **PWGC-TPSGC 1111** (<http://www.pwgsc.gc.ca/acquisitions/text/forms/forms-e.html>) and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (b) all the certificates appearing on form **PWGC-TPSGC 1111** have been signed by the respective authorized representatives;
- (c) all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

### **6.3 SACC Manual Clauses**

A9117C (2007-11-30), T1204 - Direct Request by Customer Department  
C0305C (2008-05-12), Cost Submission  
C0705C (2010-01-11), Discretionary Audit -Commercial Goods and/or Services

## **7. Invoicing Instructions**

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.

Invoices must be distributed as follows:

The original and one (1) copy must be forwarded to the following address for certification and payment.

\_\_\_\_\_ (Insert the name of the organization)

\_\_\_\_\_ (Insert the address of the organization)

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 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.

## **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 wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2013-06-27) General Conditions - Higher Complexity - Services; and
- (c) Annex A, Statement of Work; and
- (d) Annex B, Basis of Payment;
- (e) the Contractor's bid dated \_\_\_\_\_, as clarified on \_\_\_\_\_ and as amended on \_\_\_\_\_.

## **11. Insurance**

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

# **ANNEX A**

## **STATEMENT OF WORK (SOW)**

### **1.0 TITLE**

Pension Administration Benchmarking Services for Public Service Superannuation Act (PSSA) pension plan.

### **2.0 BACKGROUND**

Public Works and Government Services Canada (PWGSC) is the administrator of the Public Service Pension Plan (PSPP) under the Public Service Superannuation Act (PSSA).

In 1999, pension Reform and the federal government's program of Modern Comptrollership, a reform focused on the sound management of public resources and effective decision-making brought changes to the administration of the federal public service pension plans. It introduced changes in the way the pension funds for the PSSA are spent in order to administer the Pension Plans. The Pension Investment Board was created and established new pension funds with market investment employee and employer pension contributions.

The need for greater efficiencies in the governance of the plan dictates that PWGSC examines business processes of PSPP compared to the best business practices of other similar Canadian and international pension organizations in order to determine if it can improve its management of a viable public pension service to active members, annuitants and survivors. Benchmarking also enables PWGSC to compare costs with other similar Canadian and international public and private pension plan administrations and see what exists in the way of better business practices it might incorporate to improve its pension administrative services. Strategies to improve pension administration services come from discussions with benchmarking participants in relation to new business practices and technology aimed at the enhancement of service delivery to contributors and annuitants/survivors alike.

### **2.1 STRUCTURE AND GOVERNANCE**

The PSSA is administered under the auspices of the Pension Advisory Committee, which is comprised of senior representatives from management, Treasury Board, senior representatives from public service unions and representatives from annuitant organizations. The overall management of the PSPP is the responsibility of the President of the Treasury Board. The Treasury Board Secretariat is responsible for strategic direction, program and policy advice, financial analysis and the development of legislation related to the PSPP. PWGSC, through the Pension Services Directorate (PSD), is responsible for the day-to-day administration of the PSPP which includes the development and maintenance of the public service pension systems and books of accounts, records, internal controls as well as reporting in the Public Accounts. Pension services are delivered by the Pension Center located in Shédiac, New-Brunswick. PSD initiated the Benchmarking exercise to compare and contrast the PSPP administration costs with other Canadian and international public and private pension plans.

The current membership in the PSSA Pension Plan is 575,400 and assets of the plan are \$148.87 billion.

### **3.0 OBJECTIVE**

Public Works and Government Services Canada (PWGSC), through the Pension Services Directorate (PSD) requires benchmarking services for 2014/15, 2015/16, 2016/17 plus two (2) one (1) year option periods, whereas each year is defined by a period starting on July 1<sup>st</sup> to June 30<sup>th</sup> of the following year to capture performance measures relevant to the pension administration processes of PSPP, associated systems and organization structure. These performance measures are required to make better business decisions relating to pension administration service improvements. It will be important for PWGSC to continue monitoring the costs of its service level provided to PSPP.

PWGSC undertakes to measure performance of PSPP against other similar Canadian and international public and private pension plans to determine how well it has performed, improved and progressed toward the provision of better pension services.

The goals of this benchmarking work are improved member satisfaction, increased confidence in service delivery and improved understanding of our comparison to industry standards. The Contractor must provide ongoing opportunities for networking with industry peers on best practices for pension administration.

### **4.0 SCOPE**

The focus of the benchmarking analysis will be to quantify and understand what drives the pension administration costs of the PSPP administrator taking into consideration the transition of that pension plan to the Government of Canada Pension Modernization Project model supported by the service provider, PWGSC, and the resulting economies of scale. In the case of the PSPP plan, data suggests that plan costs are in line with industry standards, when taken on a per member basis. A number of service parameters measured have been identified as being above, the same or below industry standards. Continued benchmarking data will provide ongoing opportunities to improve key aspects of service delivery and identify opportunities for more efficient cost-effective delivery. The benchmarking data obtained will serve to augment the existing baseline for future decisions on resource allocation and cost containment strategies.

### **5.0 SOURCES OF RELEVANT INFORMATION**

The following documents form part of this Statement of Work (SOW) to the extent specified herein, and are supportive of the SOW; all other document references are to be considered supplemental information only. Unless otherwise specified, the issue and amendment of documents effective for this Contract shall be those in effect on the contract date. In the event of a conflict between the documents referenced herein and the contents of the SOW, the contents of the SOW shall take precedence.

Related subject matter can be accessed at the identified web site as below:

Public Service Superannuation Act and Regulations

URL: <http://canada.justice.gc.ca>

General Pension and Insurance Publications & Superannuation Administration Manual:

URL: <http://pwgsc.gc.ca/compensation>

Treasury Board Secretariat Reports from President of TB, Pensions (membership and size of pension fund):

URL: <http://www.tbs-sct.gc.ca/reports-rapports/index-eng.asp>

PWGSC/TBS Electronic Services Portal - Your Public Service Pension and Benefits:

URL: <http://www.pensionandbenefits.gc.ca>

<http://www.tpsgc-pwgsc.gc.ca/apropos-about/org-eng.html>

Accounting Banking and Compensation Branch (the site provides an overview of the services provided by the Branch, including Pension Services Directorate in the National Capital Region and the Pension Center in Shédiac, New Brunswick).

URL: <http://source.pwgsc.gc.ca/branch/abc/text/index-e.html>

## **6.0 TASKS**

The Contractor must provide the services (6.1) and tasks(6.2) listed below.

### **6.1 Services Required**

- A) Benchmarking services to compare total costs and service levels against peer group;
- B) Benchmarking services to compare costs, transaction volumes and plan complexity for major pension administrative activities, including the following;
  - 1) Issuance of First Payment and recurring payments, pension inceptions;
  - 2) Collection of and Record of Contributions and other data;
  - 3) Termination of Payment, transfer out or Refunds;
  - 4) Elections for Prior Services;
  - 5) Mass Communications to members and retirees;
  - 6) Pension Benefit Entitlement Estimate;
  - 7) Pension Transfers-in;
  - 8) Member counselling;
  - 9) Call Center;
  - 10) Major Projects;
  - 11) Employer costs; and
  - 12) Financial control and Governance
  - 13) Information Technology (excl. major projects)
  - 14) Support Services and Other
  - 15) Plan design and rules development
  - 16) Disability (if provided by the plan)
- C) Narrative summaries consisting of:
  - 1) An executive summary for the highlights of the survey results; and
  - 2) A comparison of Total Administration Costs, Activity Costs, Service Levels, Transactional Volumes and Plan Complexity to a peer group and the overall participants.
- D) Benchmark against Comparative Companies:

The overall participants in the benchmarking survey must comprise a minimum of twenty (20) publicly financed Canadian and International organizations. The benchmarking peer groups for comparison will embody a minimum mixture of ten (10) publicly financed Canadian and International pension plans. The survey report will compare PSPP against its all participants' pension administration activities as outlined in A) against its benchmarking peers for Total Administration Cost, Activity Costs, Service Levels, Transactional Volumes and Plan Complexity.

E) Data Collection Methodology:

- 1) Provide PWGSC with detailed electronic surveys (spreadsheets) for compiling the data of PSPP plan to send to contractor;
- 2) Verify that the data PWGSC has submitted for PSPP pension plan meets the requirements of the benchmarking survey and is correctly allocated within the survey;
- 3) Provide feedback to PWGSC on the quality of the data supplied for PSPP pension plan to contractor in order to enable PWGSC to amend or adjust the placement of data into appropriate areas of the survey; and
- 4) Obtain from PWGSC the material and data for PSPP pension plan to conduct one annual supplementary survey.

## 6.2 ***Detail Tasks***

The PWGSC pension services benchmarking process will consist of five (5) distinct phases, which are to occur on an annual cycle as follows:

A) Survey

- 1) Provide all survey materials (the general survey questionnaires, cost attribution spreadsheets, activity definitions, output data reports, survey explanations), meeting arrangements, and dates in a timely manner;
- 2) Meet with PSD and Pension Centre representatives to review survey questions of input material, and explain changes (where applicable) to the methodology for data collection and input, and the significance of the various portions of information to be supplied;
- 2) Provide the format of the reporting tools, which must be clearly laid out and easily understood by PWGSC representatives;
- 3) Provide clear, concise written and timely communication of information to PWGSC concerning survey information needed, scheduled meetings, data etc.

B) Report

- 1) Prepare a draft benchmarking Report.
- 2) Provide PWGSC with teleconferencing (if needed) to review the data supplied for the annual benchmarking survey report to verify the accuracy of cost and narrative data, and correct any apparent anomalies in the data submitted to the Contractor.

- 3) Provide an annual benchmarking survey report for capturing a comparison of PWGSC data to its respective peer group and universe in the following areas:
  - i. Total Administration Cost
  - ii. Activity Costs
  - iii. Service levels
  - iv. Transactional volumes
  - v. Plan complexity
  - vi. CRM Capability
- 4) The survey report for PSPP must include:
  - i. A summary of key cost and service issues by this organization, refined to reflect work process information and other comparative data highlights
  - ii. Consolidated cost tables and charts displaying costs for all member organizations and the average costs of each program activity (direct and support inclusive) for all member organizations
  - iii. Background context information (statistical drivers, organizational drivers and e-business services)
  - iv. Work process highlights with Service Response Measurement charts displaying service standards for that organization (Target and Actual)
  - v. A generic PSSA vs. existing benchmarking report group benchmarking survey report, respecting the confidentiality of all participants, while providing benchmarking results that can be shared with the broader spectrum of PWGSC senior management.
- 5) Comparisons incorporating the following criteria:
  - i. Costs broken down for all participants
  - ii. Average cost per program for each participant
  - iii. Cost per transaction per program in each organization
  - iv. Number of Full Time Employees, direct and support, devoted to each program for each participating organization
  - v. Average cost for all participating organizations for each of these specific activities
- 6) Provide PWGSC with electronic file and five (5) hardcopies of the final benchmarking report.
- 7) Provide one on site presentation for PSPP of the final benchmarking results at a time convenient to PWGSC.
- 8) Prepare Agenda for the annual conferences, detailed in section C) below.

#### C) Annual Global Conference

- 1) Facilitate an annual global conference and provide PWGSC three invitations for PSCP.
- 2) Provide PWGSC a synopsis of notes collected in the breakout sessions after the conference.
- 3) The registration fees for this conference are included in the overall price of this service. However, all travel related expenses (including hotel and airfare) are the responsibility of PWGSC.

D) Annual Best Practice Research:

- 1) The type and scope of services to be examined.
- 2) The services evaluation report outlining best practices and specific examples of the same as practiced by surveyed members.
- 3) Any pension administration research conducted and published in the year that PWGSC participate in contractor's service.

PWGSC will provide:

- 1) The data, information, and materials that the contractor requires to conduct this supplementary evaluation service

E) Peer Online Network

The Contractor must provide PWGSC with the access to Contractor's online peer network in the year that PWGSC participates in Contractor's service.

## **7.0 PROJECT MANAGEMENT**

The Contractor must:

1. Be responsible for the execution of the Contract and management of resources with respect to day to day activities and movement of assigned resources, risk identification and mitigation strategies, critical success factors and accurate monitoring of billing.
2. Facilitate the plenary sessions of all member organizations by setting up the agenda, providing detailed explanation of the annual benchmarking survey report contents at the meeting, recording issues discussed and publishing any decisions made at the meeting, as well as a summary of the subject matter discussed as part of the meeting.
3. Provide monthly progress reports (if needed) on the completion of the benchmarking reports, from the time all data has been submitted by PWGSC to the service provider, until the publication of the benchmarking report.

## **8.0 DELIVERABLES AND TIMELINES**

The PWGSC PSCP benchmarking process will occur on an annual cycle and the contractor must produce for PSCP respectively the deliverables as follows:

1. Phase I - Survey

The Contractor must produce survey templates (electronic spreadsheets and any other pertinent electronic documents) to be completed and compiled for the benchmarking

survey annually. The Survey and related spreadsheets must be sent to PWGSC by Mid July.

## 2. Phase II - Report

The contractor must:

- 1) Produce draft benchmarking report (PSPP) by February; and
- 2) Provide electronic files of the final Benchmarking Report to PWGSC for PSSA within two (2) to three (3) weeks of delivery of the draft benchmarking report.

## 3. Phase III - Supplementary Survey

The Contractor must:

- 1) Produce survey templates to be completed and compiled for the Supplementary Survey Report ;
- 2) Provide the survey templates to PWGSC;
- 3) Compile information and publish and discuss the Supplementary Survey Report at the annual conference; and
- 4) Publish and send the reports to PWGSC after the conference

## 4. Phase IV - Conferences

The Contractor must:

- 1) Facilitate an annual conference of all member organizations for PSPP peer groups;
- 2) Provide an annual conference agenda and conference package for PWGSC delegates and,
- 3) Send PWGSC the summary of breakout sessions after the conference.

5. Phase V – Manage mentor Board presentation of the benchmarking results at the convenience of PWGSC after the final report is published.

## 9.0 QUALITY ASSURANCE

1. The Contractor must provide documentation noting questionable data to which will be verified by the Project Authority for accuracy against the data supplied for both narrative and financial spreadsheets portions of the report. Corrections or modifications to data supplied would then be incorporated into final report.
2. When the Project Authority receives the final report, the Project Authority will verify the accuracy of data supplied for the narrative and financial spreadsheet portions of the report. The contractor must do corrections or modifications to the final report as requested by the Project Authority.

## 10.0 CLIENT SUPPORT

PWGSC will:

1. Completion of all survey input packages accurately and within given time frames for the survey year.
2. Explanations of the data are provided as required by the Contractor.

3. Follow up and /or revisions to data /information as required and requested by the Contractor to meet the quality and integrity requirements of the survey. These are to be provided within a reasonable amount of time.
4. Representation and participation by the Project Authority or any designate of this individual at Contractor/client joint meetings.
5. Discussion of any issues of services or deliverables from the survey owner with the owner for resolution, and if not resolved, the council chair to be advised.

PWGSC will:

1. Respect of the confidentiality of peer organizations by not providing any information about a fellow member unless it has the explicit permission of that member organization.

## **11.0 WORK LOCATION**

The Contractor must work at their own place of business and attend meetings in the National Capital Region. Meeting boardrooms will be available on an as needed basis (at the PWGSC Coldrey site) to discuss particular issues arising in the completion of the survey, or sharing the draft results and analysis of data collected for the survey.

## **12.0 LANGUAGE REQUIREMENTS**

Canada must abide by the Official Languages Act, to ensure Canadian citizens are granted service in the official language of their choice. Most of the work will be conducted in English; however, should Canada request communication in French for a portion of work, the contractor must complete this portion of the work in French.

## **13.0 TECHNICAL ENVIRONMENT**

Submit electronic copies using Microsoft Word or Excel software application.

**ANNEX B**  
**BASIS OF PAYMENT**

**1.0 Contract Period**

Firm milestone payments will be made to the Contractor as follows:

<b>MILESTONE</b>	<b>DELIVERABLE</b>	<b>FIRM PAYMENT AMOUNT (in \$CDN and exclusive of GST/HST)</b>
1	Final Benchmarking Report for 2015 (based on fiscal year 2013-14 data)	\$
2	Final Benchmarking Report for 2016 (based on fiscal year 2014-15 data)	\$
3	Final Benchmarking Report for 2017 (based on fiscal year 2015-16 data)	\$
Total		

**2.0 Option Periods**

If an Option Period is exercised by Canada, a firm milestone payment will be made as follows:

<b>OPTION PERIOD</b>	<b>DELIVERABLE</b>	<b>FIRM PAYMENT AMOUNT (in \$CDN and exclusive of GST/HST)</b>
1	Final Benchmarking Report for 2018 (based on fiscal year 2016-17 data)	\$
2	Final Benchmarking Report for 2019 (based on fiscal year 2017-18 data)	\$