



National Research Council Canada  
Administrative Services and  
Property Management Branch

Conseil national de recherches Canada  
Direction des services administratifs et  
gestion de l'immobilier

**REQUEST FOR PROPOSALS  
DEMANDE DE PROPOSITIONS**

**RETURN BIDS TO :  
RETOURNER LES  
SOUMISSIONS A:**

National Research Council Canada (NRC)  
Procurement Services  
1200 Montreal Road, Building M-22  
Ottawa, Ontario  
K1A 0R6  
Bid Fax: (613) 991-3297

<b>Title/Sujet</b> <b>NRC Program 3-year Reviews</b>	
<b>Solicitation No./N. de l'invitation</b> <b>14-22050</b>	<b>Date</b> <b>September 18, 2014</b>
<b>Solicitation Closes/L'invitation prend fin</b> <b>at/à 14 :00</b> <b>on/le 28 October 2014</b>	<b>Time Zone/Fuseau Horaire</b> <b>EDT</b>
<b>Address Enquiries To/Adresser demandes de renseignements à :</b> <b>Jesse Arsenault</b> <b>Telephone No./N. de téléphone : (613)993-0569</b> <b>Facsimile No./N. de télécopieur : (613) 993-6867</b>	

Instructions: See Herein

Instructions: Voir aux présentes

Proposal To:

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:

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).



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

## NRC Program 3-year Reviews

### 1.0 PRESENTATION OF PROPOSALS

- 1.1 You are invited to submit four copies of a Technical Proposal and two copies of a Financial Proposal in two separate envelopes to fulfil the following requirement forming part of this Request for Proposals. One envelope **must** be clearly marked 'Technical Proposal' and the other envelope **must** be marked 'Financial Proposal'. All financial information **must** be fully contained in the Financial Proposal, and only in the Financial Proposal. Vendors who provide financial information in the technical proposal will be disqualified. **All proposals should include the front page of this RFP duly completed.**

### 2.0 SCOPE OF WORK

- 2.1 To provide Professional Services in accordance with the detailed Statement of Work attached as Appendix "A".

### 3.0 PERIOD OF CONTRACT

- 3.1 NRC anticipates that the work will begin on **November 17, 2014** and be completed by **November 16, 2015**
- 3.2 **There is an option to renew at NRC's discretion for five (5) subsequent one-year (1) periods, subject to satisfactory performance and agreement upon a satisfactory fee structure for that period(s).**

### 4.0 ENQUIRIES

- 4.1 If you require clarification regarding any aspect of this RFP, address all queries to the Contracting Authority, identified below, at least 10 working days before the closing date. All queries must be in writing and queries received less than 10 working days prior to the closing date cannot be guaranteed a response. Information received verbally will not be binding upon the NRC.

**Jesse Arsenault**

Contracting Authority, Procurement Services

National Research Council Canada

1200 Montreal Road, Bldg. M-22

Ottawa, Ontario K1A 0R6

Telephone: **613-993-0569**

Facsimile: **613-993-6867**

- 4.2 To ensure the equality of information among Bidders, responses to general enquiries will be made available to all bidders unless such publications would reveal proprietary information. The bidder who initiates the question will not be identified. Technical questions that are considered proprietary by the bidder must be clearly identified. NRC will respond individually to the bidder if it considers the questions proprietary. If NRC does not consider the question proprietary, the bidder submitting it will be allowed to withdraw the question, or have the question and answer made available through the Open Bidding System (OBS) to all bidders.
- 4.3 Vendors who attempt to obtain information regarding any aspect of this RFP during the solicitation period through any NRC contacts other than the Contracting Authority identified herein, may be disqualified (for that reason alone).
- 4.4 It is the responsibility of the Bidder to obtain clarification of the requirement contained herein, if necessary, prior to submitting its proposal. The Bidder must have written

confirmation from the Contracting Authority for any changes, alterations, etc., concerning this RFP.

## 5.0 **PROPOSAL CLOSING DATE AND BID SUBMISSION INSTRUCTIONS**

5.1 Proposals must be delivered not later than 2:00 PM EST, (day), **28 October 2014**, to the following **Contracting Authority**:

**Jesse Arsenault**  
 Contracting Authority, Procurement Services  
 National Research Council Canada  
 1200 Montreal Road, Bldg. M-22  
 Ottawa, Ontario K1A 0R6 Telephone: (613) 993-0569

### **Proposals must not be sent directly to the Project Authority**

- 5.2 Proposals must be delivered in a sealed envelope and the Bidder's name and the RFP No. should be clearly indicated on the Proposal Envelope. It is the vendor's responsibility to obtain date and time stamped receipt signed by the receptionist as proof that NRC has received their proposal within the prescribed time limit. All risks and consequences of incorrect delivery of bids are the responsibility of the Bidder.
- 5.3 Bid submissions must be in accordance with the Standard Instructions and Conditions (Applicable to Bid Solicitation) attached as Appendix "B".
- 5.4 Due to the nature of this solicitation, NRC will not accept any proposal documents by facsimile.
- 5.5 NRC will not accept any proposal documents by electronic mail or on diskette.
- 5.6 Proposals received after the closing date will not be considered and will be returned to the sender. The sender has the sole responsibility for the timely dispatch and delivery of a proposal and cannot transfer such responsibility to the NRC. No supplementary information will be accepted after the closing deadline unless NRC requests a clarification.
- 5.7 All submitted proposals become the property NRC and will not be returned to the originator.

## 6.0 **EVALUATION CRITERIA**

- 6.1 Proposals will be assessed using the evaluation criteria outlined in the Statement of work. Bidders should provide a detailed response to each criterion. NRC reserves the right to verify any and all information provided by the bidder in his/her proposal.

**TOTAL MAXIMUM POINTS:**

**100**

**Proposals scoring less than 70 points of 100 points will be considered non-responsive and will be eliminated from further consideration. A proposal will be considered non-responsive if it does not meet the mandatory criteria or if it is not supported by proper and adequate detail, particularly where supporting evidence is required. Bidders must meet all RFP mandatory requirements indicated by imperative words such as, but not limited to, "must", "shall", "will" and "essential" including compliance with the mandatory terms and conditions of the RFP. Furthermore, it is essential that the elements contained in proposals be stated in a clear, concise manner. Proposals should be**

**in the same order and formatted using the same section and sub-section numbers as the RFP. Proposals will be evaluated solely on their content. Items not addressed will be given a score of zero.**

## **7.0 COST PROPOSAL**

- 7.1 The cost proposal must be a **fixed price per program 3 year review, FOB Destination, excluding GST/HST**. The fixed price must include all the materials and services required to fulfil all aspects of the Statement of Work. Bidders should identify the currency on which the cost proposal is based.
- 7.2 **GOODS AND SERVICES TAX (GST) and HARMONIZED SALES TAX (HST):** The GST and HST, whichever is applicable, shall be considered an applicable tax for the purposes of this RFP and extra to the price herein. The amount of GST or HST shall be disclosed and shown as a separate item.
- 7.3 Bids will be evaluated in Canadian currency, therefore, for evaluation purposes, the exchange rate quoted by the Bank of Canada as being in effect on date of bid closing, shall be applied as the conversion factor for foreign currency. Prices quoted shall not be subject to, or conditional upon, fluctuations in commercial or other interest rates during either the evaluation or contract period.

## **8.0 LEVEL OF EFFORT**

- 8.1 The funding available to support this work is limited to a maximum of \$200,000.00 excluding the GST or HST, whichever is applicable. Proposals exceeding this cost will not be considered. This does not include the hourly rate described in point 5.2.2 of the Statement of Work.

## **9.0 CONDITIONS OF SUBMISSION**

- 9.1 There shall be no payment by the National Research Council for costs incurred in the preparation and submission of proposals in response to this request. No payment shall be made for costs incurred for clarification(s) and/or demonstration(s) that may be required by NRC. The National Research Council reserves the right to reject any or all proposals submitted, or to accept any proposal in whole or in part without negotiation. A contract will not necessarily be issued as a result of this competition. NRC reserves the right to amend, cancel or reissue this requirement at any time.
- 9.2 The method of selection will be highest combined Technical Rating (90%) and Price (10%). The price used in the method of selection will be the hourly rates only as described in point 5.2.2 in the Statement of Work.
- 9.3 Proposals submitted must be valid for not less than sixty (60) calendar days from the closing date of the RFP.
- 9.4 Your proposal should contain the following statement:  
  
"We hereby certify that the price quote is not in excess of the lowest price charged anyone else, including our most favoured customer, for like services".
- 9.5 Any contract resulting from this invitation will be subject to the General Conditions - Services 2035 (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/3/2035/13>) and any other special conditions that may apply.

## 10.0 **OWNERSHIP OF INTELLECTUAL AND OTHER PROPERTY**

10.1 All confidential information gathered or viewed or any product developed as a result of this RFP must be treated as confidential and as NRC property.

## 11.0 **CONFIDENTIALITY**

11.0 This document is UNCLASSIFIED, however; the contractor shall treat as confidential, during as well as after the services contracted for, any information of the affairs of NRC of a confidential nature to which its servants or agents become privy.

## 12.0 **CRIMINAL CODE OF CANADA**

12.1 Canada may reject an offer where the Bidder, or any employee or subcontractor included as part of the offer, has been convicted under section 121 ("Frauds on the government" & Contractor subscribing to election fund"), 124 ("Selling or purchasing office"), or 418 ("Selling defective stores to Her Majesty") of the Criminal Code.

## 13.0 **DEBRIEFINGS**

13.1 After contract award, bidders may request a debriefing on the results of the bid solicitation. Bidders should make the request to the Contracting Authority within 15 working days of receipt of notification that their bid was unsuccessful. The debriefing may be provided in writing, by telephone or in person.

### **ADDITIONAL CONTRACT CLAUSES**

**Bidder compliance with all of the following clauses, terms and conditions of the resulting contract is mandatory.**

## 14.0 **T4-A SUPPLEMENTARY SLIPS**

14.1 Pursuant to paragraph 221(1)(d) of the Income Tax Act, payments made by departments and agencies to contractors under applicable services contracts (including contracts involving a mix of goods and services) must be reported on a T4A Supplementary slip. To enable client departments and agencies to comply with this requirement, contractors are required to provide information as to their legal name and status, business number, and/or Social Insurance Number or other identifying supplier information as applicable, along with a certification as to the completeness and accuracy of the information.

## 15.0 **GOVERNMENT SMOKING POLICY**

15.1 Where the performance of the work requires the presence of the Contractor's personnel on government premises, the Contractor shall ensure that its personnel shall comply with the policy of the Government of Canada, which prohibits smoking on any government premises.

## 16.0 **ACCESS TO GOVERNMENT FACILITIES / EQUIPMENT**

16.1 Access to the facilities and equipment necessary to the performance of the work shall be provided through arrangements to be made by the Project Authority named herein. There will be however; no day-to-day supervision of the Contractor's activities nor control of the Contractor's hours of work by the Project Authority.

16.2 The Contractor undertakes and agrees to comply with all Standing Orders and Regulations in force on the site where the work is to be performed, relating to the safety of

persons on the site or the protection of property against loss or damage from any and all causes including fires.

#### 17.0 **GENERAL CONDITIONS**

17.1 The General Conditions entitled "General Conditions – Higher Complexity-Service" ID 2035 form part of this Contract. Please visit the website below for complete terms and conditions.

<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/3/2035/13>

#### 18.0 **ADDITIONAL WORK**

18.1 The successful bidder can at NRC's option, be asked to provide additional work related to this requirement. Payment will be limited to the firm per diems quoted in the Contractor's proposal.

#### 19.0 **NON-PERMANENT RESIDENT (FOREIGN COMPANY)**

19.1 The Contractor shall ensure that non-permanent residents intending to work in Canada on a temporary basis in fulfilment of the Contract, who are neither Canadian citizens nor United States nationals, receive all appropriate documents and instructions relating to Canadian immigration requirements and secure all required employment authorizations prior to their arrival at the Canadian port of entry. The Contractor shall ensure that United States nationals having such intentions receive all appropriate documents and instructions in that regard prior to their arrival at the Canadian port of entry. Such documents may be obtained at the appropriate Canadian Embassy/Consulate in the Contractor's country. The Contractor shall be responsible for all costs incurred as a result of non-compliance with immigration requirements.

#### 20.0 **NON-PERMANENT RESIDENT (CANADIAN COMPANY)**

20.1 The Contractor is responsible for compliance with the immigration requirements applicable to non-permanent residents entering Canada to work on a temporary basis in fulfilment of the Contract. In some instances, the employment authorization necessary to enter Canada cannot be issued without prior approval of Human Resources Centre Canada (HRCC). HRCC should always be contacted as soon as the decision to bring in a non-permanent resident is made. The Contractor will be responsible for all costs incurred as a result of non-compliance with immigration requirements.

#### 21.0 **LUMP SUM PAYMENT - WORK FORCE REDUCTION PROGRAMS**

21.1 It is a term of the contract that:

- a. the Contractor has declared to the Departmental Representative whether the Contractor has received a lump sum payment made pursuant to any work force reduction program, including but not limited to the Work Force Adjustment Directive, the Early Departure Incentive Program, the Early Retirement Incentive Program or the Executive Employment Transition Program, which has been implemented to reduce the public service;
- b. the Contractor has informed the Departmental Representative of the terms and conditions of that work force reduction program, pursuant to which the Contractor was made a lump sum payment, including the termination date, the amount of the lump sum payment and the rate of pay on which the lump sum payment was based; and

- c. the Contractor had informed the Departmental Representative of any exemption in respect of the abatement of a contract fee received by the Contractor under the Early Departure Incentive Program Order or paragraph 4 of Policy Notice 1995-8, of July 28, 1995.

## 22.0 FORMER PUBLIC SERVANT

- 22.1 Contracts with 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.

### 22.2 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 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.

### 22.3 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.

- 22.4 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.

## 22.5 Work Force Reduction Program

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of a work force reduction program? **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;
- g) number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction program.

22.6 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 the Goods and Services Tax or Harmonized Sales Tax.

## 23.0 OFFICE OF THE PROCUREMENT OMBUDSMAN (OPO)

23.1 The Office of the Procurement Ombudsman (OPO) was established by the Government of Canada to provide an independent avenue for suppliers to raise complaints regarding the award of contracts under \$25,000 for goods and under \$100,000 for services. You have the option of raising issues or concerns regarding the solicitation, or the award resulting from it, with the OPO by contacting them by telephone at 1-866-734-5169 or by e-mail at [boa.opo@boa-opo.gc.ca](mailto:boa.opo@boa-opo.gc.ca). You can also obtain more information on the OPO services available to you at their website at [www.opo-boa.gc.ca](http://www.opo-boa.gc.ca).

## 24.0 SECURITY LEVEL

24.1 Prior to the performance of the obligations under this contract, all personnel that will be involved with the project must be cleared to the security level of **SECRET** as defined in the security policy of Canada.

Any Contract resulting from this invitation will be subject to the Security Requirements Check List (SRCL), form TBS/SCT 350-103, attached at Appendix "C".

## 25.0 ATTACHMENTS

Appendix "A" - Detailed Statement of Work

Appendix "B" – Standard Instructions and Conditions (Applicable to Bid Solicitation)  
dated 2007/06/01

Appendix "C" - Security Requirements Check List (SRCL)

# APPENDIX "A"

## Statement of Work

### Title: NRC Program 3-year Reviews

#### 1.0 Objective

Program 3-year reviews (hereafter referred to as "the reviews") are required by the National Research Council (NRC) to assess the ongoing relevance and performance of NRC programs, and to advise NRC senior executives on program continuation, termination, or change. This Statement of Work (SOW) was prepared by NRC Planning and Reporting Services (PRS). The SOW outlines the proposed work to be undertaken to complete the reviews, and defines the work to be carried out by the consultant in support of the project.

#### 2.0 Introduction and Context

The reviews are part of the NRC program life cycle comprising the following seven steps:

1. Concept and value proposition. At this stage, a Program Concept Document is developed to establish that a reasonable opportunity exists for NRC to have a positive, value added impact in this space, that NRC is well positioned to undertake its proposed role, and that it warrants an investment of NRC resources to further investigate the opportunity. If the Program Concept Document is well received, it then moves to a formal Business Case, which is the subsequent step in NRC's program life cycle.
2. Business case. A Business Case is developed and provides the initial evidence that a market opportunity exists, demonstrates that NRC understands that market (in terms of opportunities and threats), and outlines a strategy for NRC to pursue that opportunity.
3. Business plan. The Business Plan provides an understanding of the feasibility of the program, as well as the method by which the program will be executed and controlled.
4. Implementation plan. The Implementation Plan incorporates any changes to the Business Plan that resulted from the program approval process and provides additional detail on how the program will be carried out. These changes may be related to any aspect of the program, such as scope, risk, procurement stakeholders/customers/partners, etc.
5. Execution and reporting. Programs are implemented and reporting is conducted as planned.
6. Program 3-year review. The purpose of program 3-year reviews is to inform the Senior Executive Committee (SEC) on the continued validity of the business case, and to provide a third party update on program progress in comparison to the approved business and implementation plans.
7. Closure

#### 2.1 *The Program 3-year Review*

All NRC programs will be subject to formal reviews on a notional 3-year timeframe. The review will be coordinated by PRS, and conducted by an external arms-length entity (i.e., the consultant). The consultant will be contracted to assemble, with input from the program team a Program Review Report. The consultant will be provided with a copy of the review guide (as provided by NRC to the programs) for use in designing and planning the review activity. Most reviews are expected to be completed in a 6-8 week timeframe. The consultant will be provided with all relevant program documentation in hard copy only (see Section 3.2 for a list).

The Program Review Report prepared by the consultant is expected to address questions related to the following key components:

- Value proposition (and unmet business need);
- Market assessment;
- Scope and alignment with NRC strategy;
- Business development and stakeholder engagement strategy;
- Financial and technical performance, and delivery of benefits;
- Risk management;
- Governance, Program Management;
- Communications, Lessons learned.

The final version of the Program Review Report, along with its recommendations, will be presented and defended by the consultant at a meeting of the NRC Senior Executive Committee (SEC), with the Program Leader and Portfolio General Manager attending as resources to address questions. SEC will use the Program Review Report and its recommendations to decide on the continuation, change, or closure of the program.

### **3.0 Approach and Tasks**

The reviews will be managed and overseen by PRS at NRC. The reviews will be contracted out to a consulting team who will be responsible for implementing the reviews according to a pre-determined approach and schedule.

It is the intention of NRC to issue one contract for all the reviews planned for the next 12-month period (beginning in fall 2014 and culminating in September 2015). It is expected that 3 reviews will be completed by this time (see Appendix A for the list of programs expected to be reviewed during this period). After this period, NRC may choose to extend the contract for up to five additional optional years on a year-by-year basis.

For each review, the consultant will carry-out the following tasks:

- Planning including consideration of any lessons learned from the previous program reviews.
- Review of documents provided by the program.
- Interviews with program management and staff.
- Interviews with other NRC personnel.
- Interviews with identified external stakeholders.
- Review of other documents or literature.
- Expert consultation.
- Preparation of draft and final report and presentation to SEC.
- Provide PRS lessons learned and suggestions for on-going improvement of the review process.

The consultant will be expected to implement a means of ensuring a consistent approach for all program reviews to ensure reproducibility of outcome.

Appendix B presents the review matrix, a table that illustrates how each task will address the review questions listed above. Each of the tasks is described in more detail below.

### **3.1 Planning**

The consultant will be expected to become familiar with the program through a brief review of documents and preliminary interview with the program manager. Based on this preliminary work, the consultant will develop a work plan and data collection instruments tailored to that program. For the first review, it is expected that this will take more time since detailed templates, tasking (i.e., work plan) and instruments do not currently exist. However, for subsequent reviews, it is expected that the consultant will simply tailor the work plan and instruments for each program.

It is expected that the consultant will develop/tailor the following instruments:

- Interview guides for program management and staff (n=1)
- Interview guide for other NRC personnel (n=1)
- Interview Guide for identified external stakeholders (n=1)
- Expert consultation guide for technical and business experts (n=1)

The consultant will submit a draft version of the work plan and instruments to NRC for comment at least 7 days prior to planned commencement of the review. Based on NRC's comments, the consultant will then prepare a revised version for NRC sign-off before other work can begin.

### **3.2 Review of documents provided by the program**

The consultant will review hard copy documents provided by the program. These will include:

- Business case
- Business plan
- Implementation plan
- Performance and progress reports
- Results of any relevant audits and evaluations
- Records of active Program Management (e.g., review, use and communication of program performance data and information)Market analysis documentation (including updates)
- Business development and stakeholder engagement strategy (including updates)
- Risk management plan (including updates)
- Governance and communications plans (including updates)

In discussion with the consultant, the programs will be expected to identify key pages in the documentation where this could facilitate the consultant's addressing of key questions (see Section 2.1 and Appendix B).

Documents will be reviewed in order to answer the review questions and associated indicators. Evidence from the document review that is included in the draft and final report will ordinarily be fully referenced, including page number.

### **3.3 Interviews with program management and staff**

The consultant will conduct up to approximately 10 interviews with program management and staff, as appropriate in order to respond to the review questions and associated indicators for this line of evidence. The primary purpose of the interviews will be to seek clarification and to challenge and test where necessary rather than to compile new information that might be

lacking from program documentation. Any significant gaps in program documentation are instead expected to be treated as evidence of inadequate program management.

Interviews may be conducted in person or by telephone. Interviews must be conducted in the official language of preference of the respondent. It is expected that interviews will last between 45 and 75 minutes, depending on the respondent.

NRC will provide the names and contact information for those to be initially interviewed. Based on these initial interviews, the consultant may propose additional interviews which NRC may approve or reject. The consultant is expected to contact potential respondents, schedule the interviews and carry-out the data collection.

The consultant must prepare and maintain an evidence matrix that contains interview evidence organized by review question and respondent type (e.g., program and project management). Evidence from the interviews with program management and staff that is included in the draft and final report must include the respondent type and summarized data (e.g., proportion of those sharing a certain opinion). NRC reserves the right to receive a copy of the interview evidence matrix.

### **3.4 *Interviews with other NRC personnel***

The consultant will conduct up to approximately 5 interviews with other NRC personnel who, while not directly involved in the program, are knowledgeable of the program or can otherwise be considered a stakeholder of the program.

Interviews may be conducted in person or by telephone. Interviews must be conducted in the official language of preference of the respondent. It is expected that interviews will last between 30 and 60 minutes, depending on the respondent.

NRC will provide the names and contact information for those to be interviewed. The consultant is expected to contact potential respondents, schedule the interviews and carry-out the data collection.

As with interviews with program management and staff, the consultant must prepare and maintain an evidence matrix that contains interview evidence organized by review question. Evidence from the interviews with other NRC personnel that is included in the draft and final report must include the proportion of those sharing a certain opinion. NRC reserves the right to receive a copy of the interview evidence matrix.

### **3.5 *Interviews with identified external stakeholders***

The consultant will conduct up to approximately 5 external program stakeholder interviews. Stakeholders to be interviewed will be identified by NRC. These stakeholders will be clients and / or industrially-focussed collaborators of the program and the purpose of these interviews is to test the credibility of the program's predictions in terms of market, technology application and potential impacts in light of the experience of stakeholders familiar with key aspects of the program as well as the broader external context.

### **3.6 *Review of other documents or literature***

Although the programs are expected to provide all relevant information, the consultant may identify and perform cursory reviews of documents and literature not otherwise provided by the program that would assist with answering some of the review questions (as identified in the review matrix as “literature review”). These documents/literature can include peer-reviewed journal articles, grey literature, web-based materials, etc.

Evidence from the review of other documents/literature that is included in the draft and final report must be fully referenced, including page number. Copies of referenced sources should be provided to NRC.

### **3.7 *Expert consultation***

The consultant will be expected to have access to active expertise qualified to comment on the program’s validity and market assessment in the program’s specific technology area(s). NRC will be available to work with the consultant in developing a list of candidate experts.

At least two such experts, external to the program, will be recruited by the consultant for each program review to act as team members, to interview and to challenge where necessary, and to provide their expert opinion per the review matrix (one expert should be primarily from technical perspective while the other from business perspective).

### **3.8 *Preparation of draft and final report and presentation to SEC***

The consultant will be expected to prepare a concise draft Program Review Report (approximately 30 pages) that provides answers to each of the review questions. The report should also include a conclusion and recommendation regarding whether or not program funding should continue. If the recommendation is for funding to continue, additional recommendations (such as opportunities for improvements) may also be provided. While NRC wishes the report to be concise, it must also be defensible and include the necessary supporting evidence.

The first draft of the Program Review Report will be reviewed by the PRS project authority, then shared with the program (i.e., Program Leader and Portfolio General Manager) so that they may ensure that there are no critical omissions or factual errors contained in the report. Once the consultant has incorporated the changes suggested by the program (as appropriate), the report will be shared with the Research and Development Vice Presidents (R&D VPs) Committee for their comment. The consultant will be asked to finalize the report based on these comments and prepare a PowerPoint presentation deck of approximately 5 to 10 main slides. The consultant will present this deck to the Senior Executive Committee (SEC) and respond to questions.

### **3.9 *Provide PRS lessons learned and suggestions for on-going improvement of the review process***

The set of three reviews that will form the first contract represents the first time the Program 3-year Review methodology will be used. The consultant will be asked to provide lessons learned and suggestions for improvement after the each review with a view to establishing a tested and effective review methodology that can be implemented for subsequent reviews. These lessons learned and suggestions should be communicated in writing to the project authority informally via memo after each review and also be made the subject of an in-person or video-conferenced meeting after completion of all three initial reviews and at the end of any extension contract.

## **4.0 Deliverables and Schedule**

### **4.1 Program 3 Year Review Deliverables:**

The deliverables for each review will include:

- Work plan and instruments (draft and final)
- Program Review Report (first draft for program review, second draft for R&D VP Committee review and final)
- Presentation deck for SEC
- Evidence (interview responses, expert's opinions, etc.) in support of assertions provided in the review report, upon request
- Lessons learned and suggestions for improvement of the review process.

It is expected that each review will span approximately six to eight weeks. It is likely that the first one or two reviews will take more time than this (up to 12 weeks, possibly).

NRC is aiming to have a contract in place by October 31<sup>st</sup>. Work on the first program review will commence immediately. Please refer to the schedule in Appendix A for the 3 reviews planned for the first period of the contract.

### **4.2 Other Deliverables:**

Additional program-related analysis separate from the program reviews as requested by NRC and mutually agreed to in writing by the parties, up to a maximum of 300 hours.

## **5.0 Proposal Requirements**

Bidders should prepare a proposal that addresses the requirements of the RFP. The proposal must be structured in two parts, bound separately, as follows: (PART A) Technical and Management Proposal and (PART B) Cost Proposal. Where assumptions are made in Parts A and B, they are to be clearly stated.

### **5.1 *Technical and Management Proposal***

The technical and management proposal must not exceed 25 pages, not including Annexes A and B. The following information is to be included in the proposal and will be assessed through the bid evaluation process, detailed in Section 7.0.

**Introduction/Context:** The bidder should provide a short introduction with a brief summary of the need for the project, the objectives of the proposed work, the reasons for carrying it out as proposed and the benefits to be derived.

**Approach and Methodology:** The proposal should include a brief description of the bidder's approach to the work/tasks that will be carried out to conduct the reviews. It should identify the techniques and processes to be used, highlighting how it aligns with the approach and methodology included in this Statement of Work.

**Limitations/Challenges and Mitigating Strategies:** Based on a review of the proposed approach and tasks, provide a description of any major difficulties, including impact on level of quality, and

timing that are anticipated in carrying out the reviews. Include solutions and strategies for addressing these.

**Project Work Plan, Schedule and Level of Effort:** The proposal must identify key tasks and the delivery schedule for required deliverables relative to the delivery dates for each program 3 year review report. The bidder should cite key meetings and events in the timeline where they require support from the project authority. They should also provide a Level of Effort matrix showing time committed to tasks by team members (including experts). It must also clearly demonstrate the firm's proposed methods of ensuring a consistent approach and of coordination and liaison with the NRC project authority.

**Project Team:** This section will include a description of the project team, the reporting structure and major subcontractors, as applicable. NRC does not expect experts to be identified or included in the proposals since they will vary with the program reviewed and NRC will be available to assist with the identification of the technical and business experts for each review at start-up. However, the proposal should describe the proposed arrangements for access to consultants with expertise in the program areas. Additionally, proposals should describe the scope of relevant expertise retained by the bidder in comparable reviews or evaluations either currently or within in the past five years.

The bidder should clearly indicate which of the personnel described in Annex A will be carrying out various aspects of the work and briefly describe the reasons why they are best suited to complete this work. Bidders should demonstrate the ability to provide services in both official languages, including the ability to conduct interviews in the language of choice of the interviewee. Brief profiles of each proposed team member should be included, focusing on recent projects similar to the work being proposed and including security clearance information for each proposed team member. These profiles must be provided in the exact format specified in Annex A and NRC may elect to have reference only to these brief profiles in assessing a score for the individual person. Detailed curriculum vitae should be appended and will not constitute part of the 25 page limit set for the proposal. At its discretion, NRC may have reference to these CVs to supplement information contained in the brief profile for that individual. These curriculum vitae should include:

- **Professional Profile:** summary of number of years of experience, education (including dates and nature of any degrees and/or area of specialty), and language competencies; and
- **Experience Profile:** demonstration of the competence, previous experience and ability to carry out their prescribed tasks as defined in the project work plan (e.g., project management abilities, technical skills, analytical skills), as well as experience in reviewing programs in the areas of science and technology, research and development or industrial support. These should be substantiated with concrete examples of previously successfully completed projects.

**Firm Experience:** A brief summary in the precise format specific in Annex B, demonstrating the firm's experience with the evaluation or review of related programs, research and development programs or industrial support programs is required. Specific examples of projects that have been successfully completed by the firm in these areas must be provided.

**References:** References for two projects involving the review or evaluation of related research and development programs or related industrial support programs. Current coordinates for the references (name, position, organization, telephone number, email) should be provided as they may be contacted. Some references will be contacted. In addition, all prior reviews, audits and

evaluations listed in Annexes A and B must be supported by the name and contact information of an individual who can validate the involvement claimed and who can provide more information on the program examined. These references may also be contacted to provide information confirming the firms and/or individual's involvement in the listed project and / or to comment on their work quality and reliability.

## **5.2 Cost Proposal**

The Cost Proposal must be bound separately and must include:

### **5.2.1 Program 3 Year Review:**

- Total costs for each program 3 year review, including all costs and expenses except Canadian and provincial taxes.

### **5.2.2 Other:**

- An hourly rate for qualified senior reviewers and an hourly rate for qualified junior reviewers, for analytical and /or advisory work outside the scope of the program reviews themselves. (It is expected that NRC may require access to some employees of the consultant familiar with NRC's programs for up to 300 hours of program review-related work separate from the individual program reviews. Utilization of any or all of these hours will be upon written mutual agreement between NRC and the consultant. These hours may not be used at all, or may not be used in full, depending on the needs and circumstances arising at the time.) This amount is not included in the contract price cap, but will be considered in the assessment of the financial proposal as a whole.

### **5.2.3 Method of Payment:**

#### **5.2.3.1 Program 3 Year Review:**

- The timing and amount of payments to be made for each review, based on no more than a 50% up-front payment per review, payable no earlier than one week prior to the actual start date for that review

#### **5.2.3.2 Other:**

- The timing and amount of payments for additional hours as described in s. 5.2.2 (if used)

## **7.0 Bid Evaluation Process**

Evaluation of the Technical and Management Proposal will be based upon a 100 point scale. If mandatory requirements (below) are satisfied, then additional rated requirements will be assessed and scored. Bidders should ensure that the rated requirements are addressed in sufficient depth yet concisely and clearly in order to enable a thorough assessment. Where a format for response is specified (e.g. Annexes A and B), any non-compliance with that format may render the bid non-responsive.

Bidders must receive a total of at least 70 points in the Technical and Management Proposals to be considered responsive. Any proposal not meeting the mandatory requirement or receiving a mark of less than 70 points in the Technical and Management Proposal will be considered non-responsive.

Bidders must also identify at least 2 qualifying proposed personnel in each of the two reviewer categories (Senior Reviewer and Junior Reviewer) to conduct program reviews. Personnel cannot be assigned to more than one category. In order to qualify, personnel must individually score at least 70% on the personnel assessment for their category. Bids failing to identify at least two qualifying personal per category will be considered non-responsive.

The contractor will be required to ensure that at least one member of their personnel in each category who has been qualified by NRC according to the requirements of this RFP is deployed to each review, and to ensure that each review is led by a qualifying Senior Reviewer. At least one of the qualifying personnel on each review must be fluently bilingual. Once a contract is in place, the contractor may put forward personnel not included in the original proposal for review by NRC based on a review of their credentials and references as provided by the contractor in the format specified in Annex A and according to the requirements set out in this document. Following this review, NRC will indicate whether or not the proposed person is considered qualified in the category for which they were proposed. If considered qualified, these individuals will be able to carry out the functions and meet the requirements for qualified reviewers in their category under the contract.

As used herein, "personnel" refers to any person who is contractually obliged to carry out work for the contractor, or who will be so obliged if the proposal is accepted.

Proposals must specify by percentage how total program three year review work will be split up between qualified Senior Reviewers, qualified Junior Reviewers, and others.

The method of selection will be a combination of technical score, cost for each program 3 year review and hourly rate for senior and junior reviewers for other work, upon request. (Per review cost must be the same for all reviews, and hourly rate for all reviewers within the same category (senior or junior) must be the same.) If the contract is renewed, an annual cost of living increase will be applied to the per review cost, beginning with the first renewal, according to Government of Canada policies.

Bidders should be prepared to make clarifications if requested, by way of written response or presentation to the Project Authority.

### **7.1 Mandatory Requirements**

Mandatory requirements are evaluated on a simple pass or fail basis. Failure by bidders to meet any of the mandatory requirements will render the bidder's proposal non-responsive. The treatment of mandatory requirements in any procurement process is absolute.

Proposals must address all the mandatory requirements described below. This will be evaluated as either "Yes" or "No". Proposals not receiving "Yes" for any mandatory requirement will not be considered further.

Proposals should clearly identify the firm's ability to meet the mandatory requirements.

**Table 1: Mandatory Requirements**

<i>Requirement</i>	<i>Evaluation Criteria</i>	<i>Maximum Score</i>
1. Language	At least one of the qualified team members in each reviewer category must demonstrate that they are fluently bilingual (i.e., able to facilitate a complex and dynamic group session effectively in English and French and able to create and edit complex documents in both English and French). An interview and/or test may be administered at any time to verify the fluency of any proposed or qualified reviewer in either or both official languages.	Yes/No
Personnel Experience and Qualifications	At least 2 qualified Senior Reviewers and 2 qualified Junior Reviewers must be identified in the proposal and certified by the bidder as being available to work on the reviews. To qualify as Senior Reviewers, proposed personnel must score at least 70 % on an assessment of their qualifications for Senior Reviewer as provided by the bidder in Annex A. Among other things, to qualify as a Senior Reviewer, within the past 15 years, an individual must have at least 10 years of full-time verifiable experience in the review, audit or evaluation of programs, including significant and verifiable (via external references) experience in the review, audit or evaluation of <b>research and commercialization or other</b> or other related programs including at least 3 years' experience as a lead reviewer or evaluator leading reviews or evaluations of at least 3 such programs. Years of experience, role, and similarity of the research and commercialization or other programs reviewed, audited or evaluated to NRC's programs will be rated. To qualify as Junior Reviewers, proposed personnel must score at least 70 % on an assessment of their qualifications for Junior Reviewer as provided by the bidder in Annex A. Among other things, to qualify as a Junior Reviewer, within the span of the past 10 years, an individual must have at least 3 years of full-time verifiable experience in the review, audit or evaluation of programs, including demonstrable and relevant experience in the review, audit or evaluation of research and commercialization or other or other related programs (to be rated) and must have been involved in the review, audit or evaluation of at least 2 distinct research and commercialization or other programs. Years of experience, roles and responsibilities carried out, and similarity of the research and commercialization or other programs to NRC's programs will be rated.	
2. Firm experience in conducting the review or evaluation of related programs, research and development programs or industrial support programs	The proposal must clearly demonstrate that the firm has completed work involving the review or evaluation of research and development programs or related industrial support programs or similar related programs. At least two such projects must be identified and have been conducted in the last five (5) years. Each of the cited project(s) must include at least one qualifying reviewer listed in Annex A. Satisfaction of the firm experience requirement will be assessed based on the bidder's completion of Annex B in full. Depth and breadth of experience and relevance to the review of NRC research & development programs will be rated.	Yes/No
3. Security clearance	All proposed reviewers must have a valid government security	Yes/No

	clearance at the "Secret" level. The security clearance number, issuing department, and effective date must be contained in the proposal in the format specified in Annex A. <sup>1</sup> Requirements regarding security clearances also apply to any sub-contractors proposed other than experts. It is anticipated that in most cases, experts employed by the consultant will not have access to sensitive or confidential information. In the event that such access is necessary, NRC will specify additional conditions, which may include having the expert sign a non-disclosure agreement in favour of NRC and its clients, and may also include the posting of a bond by the consultant as security against inappropriate use or disclosure of information by the expert.	
4. References	References - Three external references in support of the bidder firm arising from projects or substantial components of projects of similar scope and size and listed in Annex B should be provided. Current coordinates for the references (name, position, department, telephone number) should be provided. Some or all of these individuals will be contacted. Additionally, all referenced review, audit and evaluation projects listed in Annex A or B must include the name and contact information of an individual who can validate the individual's or firm's involvement, role, professionalism and provide program information. These individuals may be contacted as part of the rating process. Projects for which validation is not reasonably possible will not be considered in assessing experience. In the event that a reference indicates that the individual or firm did not have the involvement or role indicated that individual or firm will be disqualified.	Yes / No
4. Length of proposal	The Technical and Management Proposal, must not exceed 25 pages in length, not including Annexes A and B and the CVs of the proposed Reviewers	Yes/No

## 7.2 Rated Requirements

Bidders must receive a total of at least 70 % on the Rated Requirements to be considered responsive. Any proposal not meeting the mandatory requirement or receiving a mark of less than 70% in the Technical and Management Proposal will be considered non-responsive.

**Table 2: Rated Requirements**

<b>Requirement</b>	<b>Evaluation Criteria</b>	<b>Maximum Score</b>
1. Demonstrated knowledge and understanding	The proposal should demonstrate the bidder's general understanding of NRC activities and the Program 3-year Review process.	10 points
2. Approach and	The proposal should demonstrate an understanding of the	15 points

<sup>1</sup> Other employees of the contractor (e.g. administrative staff, trainees, etc.) who could have access to any sensitive or confidential information must also have and provide proof of a secret-level security clearance, unless after consultation NRC agrees in advance and in writing that this is not necessary in light of the information in question and / or the scope of that employee's work. In such cases, a different level of security clearance (e.g. reliability) may be required.

<b>Requirement</b>	<b>Evaluation Criteria</b>	<b>Maximum Score</b>
methodology	application of the methods being proposed, as well as added detail as to how they will be carried out to ensure a quality review. Variance between the approach contained in the proposal and in this SOW should be noted and explained.	
3. Limitations/ challenges and mitigating strategies	A discussion of any limitations or challenges anticipated in conducting the review and the proposed methods for mitigating these should be included.	5 points
4. Project work plan	The proposal should include a detailed project timeframe that reflects the overall scope of the review and takes into account when review results are needed. It should also clearly demonstrate the firm's proposed method of coordination and liaison with the PRS Project Authority. It should also allocate appropriate personnel to specific tasks (e.g., senior personnel assigned to sensitive tasks, technically skilled persons or subject matter experts assigned to methodologically complex tasks).	10 points
Personnel Experience and Qualifications	The technical score for the two highest-scoring Senior Reviewers and the two highest-scoring Junior Reviewers will be averaged, and additional points will be assigned for additional qualifying senior and qualifying junior reviewers in excess of the mandatory four, up to a maximum of 10 reviewers in total. Scores for proposed reviewers will be assessed based on the criteria in Annex A, including depth, breadth and relevance of experience.	25 points
5. Project Management and Access to Expertise	The project management and quality controls to be used should be briefly described along with access to expertise.	15 points
6. Firm experience	The experience of the firm in carrying out projects related to the review or evaluation of related research & development programs or related industrial support programs, and the similarity of these programs to those to be reviewed for NRC will be assessed based on the criteria in Annex B and information to be rated must be provided in the exact format of Annex B.	10 points
7. References	References - Three (3) external references from projects or components of projects of similar scope and size carried out by the firm should be provided. The referenced projects should be included in Annex B and the reference should be identified with the listed project in the proposal. Current coordinates for the references (name, position, department, telephone number) should be provided. An average score will be assigned from the references contacted. References will be asked to provide information bearing on the suitability of the bidder to carry out these program reviews. Information sought may include: reliability, depth of experience, access to expertise, and professionalism as well as verification of information provided in the proposal (for example the scope and nature of the bidder's activities in the relevant projects).	10 points
<b>Total</b>		<b>100 points</b>

## Appendix A: Schedule of Program Reviews

<b>Division</b>	<b>Portfolio</b>	<b>Program</b>	<b>Review Start Date</b>	<b>Review End Date</b>
Life Sciences	Human Health Therapeutics	Biologics – Subsequent Entry Biologics	November 2014	February 2015
Engineering	Automotive and Surface Transportation	Industrial Biomaterials Flagship	December 2014	March 2015
Emerging Technologies	Information and Communication Technologies	Advanced Photonic Components	February 2015	May 2015

### Appendix B: Review Matrix

Evaluation Issues and Questions	Indicators	Document and file review	Interviews with program personnel	Interviews with other NRC personnel	Interviews with external stakeholders	Expert opinion
1. Is the program's value proposition still valid? Is there an ongoing need for the program?	Evidence of gap/need for science and technology in development	✓	✓	✓		✓
	Evidence of need for services/advice provided by program	✓	✓	✓	✓	✓
	Assumptions underlying original program still appear well-founded and valid; adjustments for arising issues relating to these assumptions.	✓	✓	✓	✓	✓
	Extent of potential benefits of science and technology in development (economic, social and/or environmental benefits)	✓	✓	✓		✓
	Evidence that science and technology is feasible and that no better potential solutions exist			✓	✓	✓
	Suggested adjustments or further refinements to the value proposition presented in the Business Case and updates thereto	✓		✓		✓
2. What changes have occurred in the market demand (market pull) since initial program approval, and what are their implications	Nature of trends and drivers of change in market demand/pull, and evidence of likely impact on program objectives, technological approaches, resources and partnerships					
		✓	✓	✓		✓

Evaluation Issues and Questions	Indicators	Document and file review	Interviews with program personnel	Interviews with other NRC personnel	Interviews with external stakeholders	Expert opinion
for the program?	Extent of duplication with other R&D providers	✓	✓	✓	✓	✓
3. Do program scope and outcomes continue to link to, and support, NRC's Strategy?	Suggested improvements to program delivery in light of market demand/pull changes Evidence of alignment with program objectives with NRC Mandate, Strategic Outcomes and Priorities	✓	✓	✓	✓	✓
4. What has been the progress towards the business development and stakeholder engagement objectives / milestones?	Program changes implemented since start-up with associated rationale and governance process Extent to which planned clients and stakeholders (outside of NRC) have been engaged and how their role/involvement has changed (and why)	✓	✓			
	Clients/stakeholders (outside of NRC) identified in foundation documents continue to be involved and are supportive of the NRC program NRC's role(s)/contribution(s) and extent to which it has changed (and why)	✓		✓	✓	

Evaluation Issues and Questions	Indicators	Document and file review	Interviews with program personnel	Interviews with other NRC personnel	Interviews with external stakeholders	Expert opinion
5a. Is the program on track from a budget, schedule and technical performance perspective?	Progress towards signing planned agreements	✓				
	Pathways and strategies for commercial deployment 1) have been identified and 2) are viable	✓				✓
	How the program will deal with the assessment, management and commercialization of IP has been identified	✓				
	Comparison of the program's actual expenditures and revenues to planned expenditures and revenues with explanations for variances ±10%	✓				
	Comparison of the program's actual facility and equipment usage to planned usage with explanations, as appropriate	✓				
	Comparison of the program's actual HR complement to planned and description of how gaps have been/will be addressed	✓				

Evaluation Issues and Questions	Indicators	Document and file review	Interviews with program personnel	Interviews with other NRC personnel	Interviews with external stakeholders	Expert opinion
	Key program-level milestones have been achieved when expected with explanations for variances	✓				
	Extent to which program is on track to achieve upcoming milestones; reasons for delay, if applicable	✓				
5b. Is satisfactory progress being made towards program outcomes and benefits realization?	Data has been collected that is consistent with the Performance Measurement Strategy with explanations of variances, if applicable	✓				
	Performance data show progress towards expected outputs and short and medium-term outcomes	✓				
	Data and opinions indicate that program is making the expected contributions towards planned benefits (including longer-term outcomes and other benefits)	✓	✓	✓	✓	✓
6. Does the level of risk remain manageable for the program to succeed and is there evidence that the program team has	Extent to which risks have been actively managed as evidenced by successive iterations of the risk management plan and other supporting documentation	✓				

Evaluation Issues and Questions	Indicators	Document and file review	Interviews with program personnel	Interviews with other NRC personnel	Interviews with external stakeholders	Expert opinion
adopted an active and ongoing approach to risk management?	Opinions regarding whether there are important risks that are not being actively managed		✓	✓		✓
7. How well is the program being managed?	Planned governance and organizational structures have been implemented and communicated with explanations of variances, if applicable	✓		✓		
	Program team has effectively engaged with stakeholders; and the NRC program is considered credible <i>vis-à-vis</i> its planned benefits – clients/stakeholders	✓		✓	✓	✓
	Project selection criteria are aligned with program objectives and have been communicated and followed	✓				
	Roles and responsibilities within the program and NRC more broadly have been identified, communicated and respected	✓				
	Program success has been clearly defined (through appropriate indicators and targets), documented and communicated	✓				✓

Evaluation Issues and Questions	Indicators	Document and file review	Interviews with program personnel	Interviews with other NRC personnel	Interviews with external stakeholders	Expert opinion
	Program performance, progress and evolution have been clearly documented, managed, and communicated	✓				
	Program-level issues, risks, and opportunities have been appropriately managed and current risk assessment appears credible and appropriate	✓		✓		
8a. How effective are the program's communications?	Comparison of the program's actual communications to those outlined in the communications plan with explanations of variances, if applicable	✓				
	Perceptions of the overall effectiveness of the program communications to date		✓	✓	✓	
8b. What have been the lessons learned from this 3-year period?	Perceptions of the lessons learned, communicated, and acted upon to date	✓	✓	✓		
9. Access to resources	Efforts have been made in building and managing effective Portfolio-Program relationships and trust		✓	✓		

Evaluation Issues and Questions	Indicators	Document and file review	Interviews with program personnel	Interviews with other NRC personnel	Interviews with external stakeholders	Expert opinion
	The program has the necessary access to specialized skill sets, equipment and facilities to meet program technical needs as specified in the program business and implementation plans	✓	✓	✓		✓











APPENDIX "B"

**STANDARD INSTRUCTIONS AND CONDITIONS:**

**(APPLICABLE TO BID SOLICITATION)**

**1. Submission of Bids**

1.1 It is the Bidder's responsibility to:

- (a) return a signed original of the bid solicitation, duly completed, IN THE FORMAT REQUESTED;
- (b) direct its bid ONLY to the Bid Receiving address specified;
- (c) ensure that the Bidder's name, the bid solicitation reference number, and bid solicitation closing date and time are clearly visible;
- (d) provide a comprehensive and sufficiently detailed bid, including all requested pricing details, that will permit a complete evaluation in accordance with the criteria set out in the bid solicitation.

**Timely and correct delivery of bids to the specified bid delivery address is the sole responsibility of the Bidder. The National Research Council Canada (NRC) will not assume or have transferred to it those responsibilities. All risks and consequences of incorrect delivery of bids are the responsibility of the Bidder.**

1.2 Bids may be accepted in whole or in part. The lowest or any bid will not necessarily be accepted. In the case of error in the extension of prices, the unit price will govern. NRC may enter into contract without negotiation.

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

1.4 Bids will remain open for acceptance for a period of not less than sixty (60) days from the closing date of the bid solicitation, unless otherwise indicated by NRC in such bid solicitation.

1.5 While NRC may enter into contract without negotiation, Canada reserves the right to negotiate with bidders on any procurement.

1.6 Notwithstanding the bid validity period stipulated in this solicitation, Canada reserves the right to seek an extension from all responsive bidders, within a minimum of three (3) days prior to the end of such period. Bidders shall have the option to either accept or reject the extension.

1.7 If the extension referred to above is accepted, in writing, by all those who submitted responsive bids, then Canada shall continue immediately with the evaluation of the bids and its approval processes.

1.8 If the extension referred to above is not accepted, in writing, by all those who submitted responsive bids then Canada shall, at its sole discretion: either continue to evaluate the responsive bids of those who have accepted the extension and seek the necessary approvals; or cancel the solicitation; or cancel and reissue the solicitation.

## **2. Late Bids**

2.1 It is NRC policy to return, unopened, bids delivered after the stipulated bid solicitation closing date and time, unless they qualify as a delayed bid as described below.

## **3. Delayed Bids**

3.1 A bid delivered to the specified Bid Receiving area after the closing date and time but before the contract award date may be considered, provided the delay can be proven to have been due solely to a delay in delivery that can be attributed to the Canada Post Corporation (CPC) (or national equivalent of a foreign country). The only pieces of evidence relating to a delay in the CPC system that are acceptable to NRC are:

- (a) CPC cancellation date stamp;
- (b) a CPC Priority Courier Bill of Lading; and
- (c) a CPC Xpresspost Label,

that clearly indicate that the bid was mailed prior to the bid closing date.

Example: If the bid closing date was May 15, 1995, then the CPC cancellation date stamp should read no later than May 14, 1995, to be accepted.

3.2 Please request the postal employee to date-stamp your envelope.

3.3 For bids transmitted by facsimile or commercial telegram, only the date and the time of receipt recorded by NRC at the Bid Receiving number stated in the bid solicitation will be accepted as evidence of a delayed bid.

3.4 Misrouting, traffic volume, weather disturbances, or any other causes for the late delivery of bids are not acceptable reasons for the bid to be accepted by NRC.

## **4. Postage Meters**

4.1 Postage meter imprints, whether imprinted by the Supplier, the CPC or the postal authority outside Canada, are not acceptable as proof of timely mailing. It should be noted that CPC does not normally apply a cancellation date stamp to metered mail; this is usually done only when postage stamps are used.

## **5. Responses Transmitted by Facsimile or Commercial Telegram**

5.1 If you are in doubt that your bid will be delivered on time at the specific location designated for the receipt of the bid, you may use a facsimile or a commercial telegram, unless otherwise instructed in the bid solicitation.

Due to the volume of technical material required for some bids, certain bid solicitations may specify that submissions by facsimile or commercial telegram are not acceptable (e.g. science solicitations).

5.2 Unless otherwise instructed in the bid solicitation, the only acceptable number for responses to bid solicitations issued by NRC headquarters sectors is facsimile number (613) 991-3297.

5.3 If the bidder chooses to submit a facsimile or commercial telegram bid, NRC will not be responsible for any failure attributable to the transmission or receipt of the facsimile bid including, but not limited to the following:

- (a) receipt of garbled or incomplete bid;
- (b) availability or condition of the receiving facsimile equipment;
- (c) incompatibility between the sending and receiving equipment;
- (d) delay in transmission or receipt of the bid;
- (e) failure of the Bidder to properly identify the bid;
- (f) illegibility of the bid; or
- (g) security of bid data.

5.4 Bids submitted by facsimile or commercial telegram will constitute your formal bid and must contain:

- (a) the bid reference number;
- (b) the closing date and time;
- (c) sufficient data to allow evaluation, such as unit prices, country of currency in the event that the bid is submitted in a foreign currency, sales tax, duty, technical data (where applicable) and any deviation(s) from the bid solicitation document.

5.5 For responses transmitted by facsimile or commercial telegram, written confirmation is required within two (2) working days after bid closing, unless otherwise specified in this solicitation. All documents confirming bids should bear the word "CONFIRMATION".

5.6 NRC does not undertake to protect the confidentiality of the transmission of any document sent by facsimile. Vendors concerned with the confidentiality of their documents are advised to submit their proposals in sealed envelopes.

## **6. Customs Clearance**

6.1 It is the responsibility of the Bidder to allow sufficient time to obtain customs clearance, where required, before the scheduled bid closing date and time. Delays related to the obtaining of customs clearance cannot be construed as "undue delay in the mail" and will not be accepted under the Late Bids Policy.

For further information, please contact the Contracting Authority identified in the bid solicitation.

bid instructions\_rfp.doc

## APPENDIX 'C'



Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat
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### SECURITY REQUIREMENTS CHECK LIST (SRCL)

### LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine <div style="text-align: right; font-size: small;">National Research Council of Canada</div>	2. Branch or Directorate / Direction générale ou Direction Planning & Reporting Services	
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail <div style="font-size: x-small;">Performing Program 3 Year Reviews for NRC R&amp;D Programs: The work will involve reviewing program documents, conducting interviews, preparing a Report for each program, and presenting each Report. Documentation reviewed will be primarily of a business nature and may include a high-level description of the types of work being carried out. These documents may contain client &amp; NRC business information, but they are not expected to contain technical details of specific research projects. It is unlikely, but possible, that the contractor might receive a small amount of confidential information relating to work that NRC does for other government departments while interviewing staff.</div>		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable / À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>	NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input type="checkbox"/>	NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
SECRET / SECRET <input type="checkbox"/>	NATO SECRET <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
TOP SECRET / TRÈS SECRET <input type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET / SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET / TRÈS SECRET <input type="checkbox"/>
		TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>



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**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC Information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui  
If Yes, Indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC Information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?  No / Non  Yes / Oui  
Short Title(s) of material / Titre(s) abrégé(s) du matériel :  
Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS	Special comments: Commentaires spéciaux :		

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.  
REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?  No / Non  Yes / Oui  
If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté?  No / Non  Yes / Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui

11. b) Will the supplier be required to safeguard COMSEC Information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?  No / Non  Yes / Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?  No / Non  Yes / Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?  No / Non  Yes / Oui



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**PART C - (continued) / PARTIE C - (suite)**

For users completing the form manually use the summary chart below to indicate the category(les) and level(s) of safeguarding required at the supplier's site(s) or premises.  
Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET	NATO RESTRICTED / NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL / NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET / COSMIC TRÈS SECRET	PROTECTED / PROTÉGÉ			CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET
											A	B	C			
Information / Assets / Renseignements / Biens / Production		✓														
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?  No / Non  Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?  No / Non  Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).



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**PART D - AUTHORIZATION / PARTIE D - AUTORISATION**

13. Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées) Margaret McKay		Title - Titre Manager, Reporting & Review Services	Signature 
Telephone No. - N° de téléphone 613-991-6853	Facsimile No. - N° de télécopieur 613-949-7539	E-mail address - Adresse courriel margaret.mckay@nrc-cnrc.gc.ca	Date 25 August 2014
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) Charlotte Carrier		Title - Titre CG & CONTRACTS Security	Signature 
Telephone No. - N° de téléphone 613 993-8956	Facsimile No. - N° de télécopieur 613 990-0946	E-mail address - Adresse courriel charlotte.carrier@nrc-cnrc.gc.ca	Date 02 Sep 2014
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?			
			<input type="checkbox"/> No / <input type="checkbox"/> Oui
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)		Title - Titre	Signature
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
17. Contracting Security Authority / Autorité contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées)		Title - Titre	Signature
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date