



COMMISSARIAT AUX LANGUES OFFICIELLES • OFFICE OF THE COMMISSIONER OF OFFICIAL LANGUAGES  
30 rue Victoria / 30 Victoria Street, Gatineau, Quebec, Canada K1A 0T8 Tel: (877) 996-6368

## REQUEST FOR PROPOSAL

### Solicitation # 15-026

**Title:** Factors affecting in-person active offer of service in both official languages within federal institutions and ways to remedy shortcomings

**Solicitation closes at 2:00PM EST on December 11, 2014.**

**Address inquiries to:** [procurement-contracting@clo-ocol.gc.ca](mailto:procurement-contracting@clo-ocol.gc.ca)

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## **PART 1 - INFORMATION AND INSTRUCTIONS**

### **1. Security Requirement**

There is a security requirement associated with the requirement. For additional information, consult Part 1 - Information and Instructions, clause 6.4, Security Requirement, and Part 2 - Resulting Contract Clauses.

### **2. Statement of Work**

Canada is seeking to establish a contract for research and consultation services to study in-person active offer of service in both official languages within federal institutions as defined in Appendix "A", Statement of Work.

### **3. 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 (2013-06-01) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

### **4. Submission of Bids**

Bids must be submitted electronically to [procurement-contracting@ocol-clo.gc.ca](mailto:procurement-contracting@ocol-clo.gc.ca), by December 11, 2014 at 2:00PM EDT.

Bids must be submitted in three separate sections as follows:

Section I: Technical Bid  
Section II: Financial Bid  
Section III: Certifications (Appendix "C")

### **5. Enquiries - Bid Solicitation**

All enquiries must be submitted in writing to [procurement-contracting@ocol-clo.gc.ca](mailto:procurement-contracting@ocol-clo.gc.ca) no later than seven (7) calendar days before the bid closing date. Enquiries received after that date may not be answered.

### **6. Evaluation Procedures**

Bids received will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria specified below:



## 6.1 Technical Evaluation

All bids must be completed in full and provide all of the information requested in the bid solicitation to enable full and complete evaluation.

### 6.1.1 Mandatory Technical Criteria

Mandatory requirements are evaluated on a simple pass or fail basis. Failure by a Bidder to meet any one of the mandatory requirements will render the Bidder's proposal **non-responsive and will not be given further consideration**. The treatment of mandatory requirements in any procurement process is absolute. Each mandatory technical criterion should be addressed separately.

Mandatory Technical Criteria			
Item	Requirement	Bid Preparation Instructions	Cross Reference to Proposal
M1	Presentation of all required elements and in required format	Inclusion of all required elements based on the indicated sequence and in the required format (see Appendix D)	Bidder must indicate where this information can be found in the proposal.
M2	Professional presentation of proposal	Excellent layout Use of proper grammar/syntax Clear and concise writing	Bidder must indicate where this information can be found in the proposal.
M3	The proposal is tailored to the needs of the Office of the Commissioner	The proposal attempts to meet the specific needs of the Office of the Commissioner, including its mandate, and the study's context, objectives, methodology and constraints  There is no copy-pasting	Bidder must indicate where this information can be found in the proposal.
M4	The consultant's experience and skills and those of their team are described as per the	The information about the consultant and their team is described as per the	Bidder must indicate where this information can be found in the proposal.



	instructions provided	instructions provided in the required rated criteria (RRC) and desirable rated criteria (DRC) below.	
M5	Supporting documents are relevant;	Appendices are relevant to the project (references and resume)	Bidder must indicate where this information can be found in the proposal.
M6	The firm holds a reliability security rating	Inclusion of security rating: number and expiry date.	Bidder must indicate where this information can be found in the proposal.

### 6.1.2 Point Rated Technical Criteria

Each Technical Bid that meets all the Mandatory Requirements specified above will be evaluated and scored in accordance with the following point-rated evaluation criteria table(s). Each point rated technical criterion should be addressed separately.

Point Rated Technical Criteria				
Item	Requirement	Bid Preparation Instructions	Weighting (Points) Rating Scale 0-5	Cross Reference to Proposal
RRC 1	Experience in discussion group-based consultation using the proposed methodology <ul style="list-style-type: none"> <li>Description, using relevant examples, of the consultant's and/or team members' experience in discussion-based consultation using the proposed methodology</li> </ul>	Evaluation based on: <ul style="list-style-type: none"> <li>Number of examples</li> <li>Relevance of examples in terms of their context, nature, scope</li> <li>Type of approaches used and results of the interview-based</li> </ul>	20 points	Bidder must indicate where this information can be found in the proposal.

<sup>1</sup> 0=No evidence that criteria is met 1 = Very Unsatisfactory (minimal evidence of criteria being met); 2= Somewhat Unsatisfactory (Partially meets the criterion); 3= Satisfactory (Meets the criteria but nothing more); 4= Very Satisfactory (Meets the criterion and in certain respects exceeds it); 5=Excellent (Significantly exceeds the criterion).



	<ul style="list-style-type: none"> <li>Examples provided must include: the project title, value, year and period when it was carried out, the client, the consultants involved, and a summary description of the project, including the context, objective, approach and results</li> </ul>	<p>consultations</p> <ul style="list-style-type: none"> <li>Participation of proposed team members to the examples cited and described</li> </ul>		
RRC 2	<p>Experience in interview-based consultation</p> <ul style="list-style-type: none"> <li>Description, using relevant examples, of the consultant's and/or their team members' experience in interview-based consultation</li> <li>The examples provided must include: the project title, value, year and period when it was carried out, the client, the consultants involved and a summary description of the project, including the context, objective, approach and results</li> </ul>	<p>Evaluation based on:</p> <ul style="list-style-type: none"> <li>Number of examples</li> <li>Relevance of examples in terms of their context, nature, scope</li> <li>Type of approaches used and results of the interview-based consultations</li> <li>Participation of proposed team members to the examples cited and described</li> </ul>	20 points	Bidder must indicate where this information can be found in the proposal.
RRC 3	<p>Ability to work in both official languages</p> <ul style="list-style-type: none"> <li>Description, using relevant examples, of the consultant's experience or ability (and, if applicable) of their team members to work in both official languages in similar contexts as the one for this project, by specifying the written and oral communication skills.</li> </ul>	<p>Evaluation based on:</p> <ul style="list-style-type: none"> <li>Scope and nature of experience or ability to work in both official languages based on the level required for the different tasks.</li> </ul> <p>(See Appendix A –</p>	20 points	Bidder must indicate where this information can be found in the proposal.



		A8.Official Languages)		
<b>Total</b>			60 points	

<sup>1</sup> 0= No evidence of criterion being met 1 = Very Unsatisfactory (Minimal evidence of meeting the criterion); 2= Somewhat Unsatisfactory (Partially meets the criterion); 3= Satisfactory (Meets the criteria but nothing more); 4= Very Satisfactory (Meets the criterion and in certain respects exceeds it); 5=Excellent (Significantly exceeds the criterion).

### 6.1.3 Point Rated Criteria (desired)

Point Rated Technical Criteria				
Item	Requirement	Bid Preparation Instructions	Weighting (Points) Rating Scale <sup>1</sup> 0-5	Cross Reference to Proposal
DRC 1	Experience in consulting federal public servants, including executives <ul style="list-style-type: none"> <li>Description, using relevant examples, of the consultant's experience (and of their team members, if applicable) in consulting federal public servants, including executives</li> <li>The examples provided must include: the project title, value, year and period when it was carried out, the client, the consultants involved, and a summary description of the project, including the context, objective, approach and results</li> </ul>	Evaluation based on: <ul style="list-style-type: none"> <li>Number of examples</li> <li>Relevance of examples in terms of their context, nature, scope</li> <li>Type of approaches used and results of consultations of federal public servants, including executives</li> <li>Participation of proposed team members to the examples cited and described</li> </ul>	10 points	Bidder must indicate where this information can be found in the proposal.
DRC 2	Knowledge of the <i>Official Languages Act</i> and the context of its application <ul style="list-style-type: none"> <li>Demonstration, using relevant examples or a description/analysis, of the consultant's knowledge (or</li> </ul>	Evaluation based on: <ul style="list-style-type: none"> <li>Number and relevance of examples or quality of the description /</li> </ul>	5 points	Bidder must indicate where this information can be found in the proposal.



	that of their team members, if applicable) of the <i>Official Languages Act</i> , particularly Part IV, and issues related to its application.	analysis in terms of context, nature, scope		
DRC 3	Understanding the study's context, mandate, objectives, challenges	<ul style="list-style-type: none"> <li>Quality of the description / analysis in terms of context, nature and scope</li> </ul>	5 points	Bidder must indicate where this information can be found in the proposal.
DRC 4	Ability to carry out the study	<p>Evaluation based on:</p> <ul style="list-style-type: none"> <li>Allocation of appropriate resources based on the tasks</li> <li>Detailed and realistic work plan</li> </ul>	10 points	
DRC 5	<p>Experience in designing action or intervention mechanisms</p> <ul style="list-style-type: none"> <li>Description, using relevant examples, of the consultant's experience (or that of their team members, if applicable) in designing action or intervention mechanisms on communication or social marketing that can foster desirable changes among individuals, organizations and institutions.</li> <li>The examples provided must include: the project title, value, year and period when it was carried out, the client, the consultants involved, and a summary description of the project, including the context, objective,</li> </ul>	<p>Evaluation based on:</p> <ul style="list-style-type: none"> <li>Number of examples</li> <li>Relevance of examples in terms of their context, nature, scope</li> <li>Type of approaches used and results of designing action or intervention mechanisms</li> <li>Participation of proposed team members to the examples cited and described</li> </ul>	10 points	



	approach and results			
<b>Total</b>			40 points	

<sup>1</sup> 0= No evidence of meeting criteria 1 = Very Unsatisfactory (Minimal evidence of meeting criteria); 2= Somewhat Unsatisfactory (Partially meets the criterion); 3= Satisfactory (Meets the criteria but nothing more); 4= Very Satisfactory (Meets the criterion and in certain respects exceeds it); 5=Excellent (Significantly exceeds the criterion).

**6.2 Financial Evaluation**

Only the proposals that are technically responsive will be considered for financial evaluation.

The price of the bid will be evaluated in Canadian dollars, Applicable Taxes excluded.

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

**6.3 Basis of Selection**

**Highest Combined Rating of Technical Merit and Price**

To be declared responsive, a bid must:

- a. comply with all the requirements of the bid solicitation; and
- b. meet all mandatory criteria.

Bids not meeting (a) or (b) will be declared non-responsive.

The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70% for the technical merit and 30% for the price.

To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 70%.

To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 30%.

For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.

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





The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 70/30 ratio of technical merit and price, respectively. The total available points equal's 135 and the lowest evaluated price is \$45,000 (45).

**Basis of Selection - Highest Combined Rating of Technical Merit (70%) and Price (30%)**

		Bidder 1	Bidder 2	Bidder 3
Overall Technical Score		115/135	89/135	92/135
Bid Evaluated Price		\$55,000.00	\$50,000.00	\$45,000.00
Calculations	Technical Merit Score	$115/135 \times 70 = 59.63$	$89/135 \times 70 = 46.15$	$92/135 \times 70 = 47.70$
	Pricing Score	$45/55 \times 30 = 24.55$	$45/50 \times 30 = 27.00$	$45/45 \times 30 = 30.00$
Combined rating		84.18	73.15	77.70
Overall rating		1 <sup>st</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>

**6.4 Security Requirement**

1. At the date of bid closing, the following conditions must be met:
  - (a) the Bidder must hold a valid organization security clearance as indicated in Part 2 - Resulting Contract Clauses;
  - (b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security requirement as indicated in Part 2 - Resulting Contract Clauses;
  - (c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
1. For additional information on security requirements, bidders should consult the "Security Requirements for PWGSC Bid Solicitations - Instructions for Bidders" (<http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31>) document on the [Departmental Standard Procurement Documents](#) website.

**7. Debriefings**

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

**8. Trade Agreements**

Trade Agreements do not apply to this requirement.



## PART 2 - RESULTING CONTRACT CLAUSES

### 1. Security Requirement

1.1 The following security requirement (SRCL and related clauses) applies and form part of the Contract.

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Offeror personnel requiring access to PROTECTED information, assets or sensitive work site(s) must EACH hold a valid **RELIABILITY STATUS**, granted or approved by CISD/PWGSC.
3. The Contractor/Offeror MUST NOT remove any PROTECTED information or assets from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor/Offeror must comply with the provisions of the:
  - a. Security Requirements Check List and security guide (if applicable), attached at Annex B;
  - b. *Industrial Security Manual* (Latest Edition).

### 2. Statement of Work

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

### 3. Standard Clauses and Conditions

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

#### 3.1 General Conditions

2010B (2014-03-01) General Conditions - Professional Services (Medium Complexity) apply to and form part of the Contract.

#### 3.2 Supplemental General Conditions

4007 (2010-08-16) Canada to Own Intellectual Property Rights in Foreground Information

The Office of the Commissioner of Official Languages has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, on the following grounds: 6.4.1 - To generate information for public dissemination.



#### 4. Term of Contract

##### 4.1 Period of the Contract

The period of the Contract is from date of contract award to 2015-07-31.

#### 5. Authorities

##### 5.1 Contracting Authority

**To be determined at contract award.**

The Contracting Authority for the Contract is:

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Department: Office of the Commissioner of Official Languages  
Branch: \_\_\_\_\_  
Directorate: \_\_\_\_\_  
Address: 30 Victoria Street, Gatineau, QC K1A 0T8  
  
Telephone : (819) 420-\_\_\_\_\_  
E-mail address: \_\_\_\_\_@clo-ocol.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 determined at contract award.**

The Project Authority for the Contract is:

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Department: Office of the Commissioner of Official Languages  
Branch: \_\_\_\_\_  
Directorate: \_\_\_\_\_  
Address: 30 Victoria Street, Gatineau, QC K1A 0T8  
  
Telephone : (819) 420-\_\_\_\_\_  
E-mail address: \_\_\_\_\_@clo-ocol.gc.ca

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 determined at contract award.**

The Contractor's Representative for the Contract is:

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

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

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

Telephone : (\_\_\_\_) \_\_\_\_-\_\_\_\_\_

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

**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 for a cost of \$ \_\_\_\_\_ **insert the amount at contract award.** Applicable taxes are extra.

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 Applicable Taxes**

Applicable taxes are not included in the amounts shown in the Basis of Payment. Applicable taxes, which are estimated at \$ \_\_\_\_\_ **to be determined at contract award,** are included in the total contract amount. Applicable taxes are to be shown as separate items on all invoices and claims for progress payments and will be paid by Canada. The Contractor agrees to remit to appropriate tax authorities any amounts of Applicable Taxes paid or due.

**6.3 Travel and Living Expenses**

Canada will not accept any travel and living expenses for:

- a) Work 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/en/N-4/>;
- b) Any travel between the Contractor's place of business and the NCR; and
- c) Any relocation of resources required to satisfy the terms of the Contract.

These expenses are included in the firm price for professional fees specified above.

**6.4 Method of Payment**

Canada will pay the Contractor upon completion and delivery of the Work in accordance with the payment provisions of the Contract if:



- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work delivered has been accepted by Canada.

## 6.5 Invoicing Instructions

The Receiver General for Canada requires departments and agencies to pay supplier invoices by direct deposit. Before submitting your first invoice, **please contact the following Finance employee** who will inform you of the form and procedures to complete: **Michel.pilon@clo-ocol.gc.ca** or **denis.lalande@clo-ocol.gc.ca**.

1. Invoices must be submitted in the Contractor's name. The Contractor must submit invoices for each delivery or shipment; invoices must only apply to the Contract. Each invoice must indicate whether it covers partial or final delivery.
2. Invoices must show:
  - a. the date, the name and address of the client department, item or reference numbers, deliverable/description of the Work, contract number, Client Reference Number (CRN), Procurement Business Number (PBN), and financial code(s);
  - b. details of expenditures (such as item, quantity, unit of issue, fixed time labour rates and level of effort, subcontracts, as applicable) in accordance with the Basis of Payment, exclusive of Applicable Taxes;
  - c. deduction for holdback, if applicable;
  - d. the extension of the totals, if applicable; and
  - e. if applicable, the method of shipment together with date, case numbers and part or reference numbers, shipment charges and any other additional charges.
3. Applicable Taxes must be specified on all invoices as a separate item along with corresponding registration numbers from the tax authorities. All items that are zero-rated, exempt or to which Applicable Taxes do not apply, must be identified as such on all invoices.
4. By submitting an invoice, the Contractor certifies that the invoice is consistent with the Work delivered and is in accordance with the Contract.

## 7. Certifications

### 7.1 Compliance

Compliance with the certifications and related documentation provided by the Contractor in its bid is a condition of the Contract and subject to verification by Canada during the term of the Contract. If the Contractor does not comply with any certification, provide the related documentation or if it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

## 8. Applicable Laws

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



## 9. 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) 4007 (2010-08-16) Canada to Own Intellectual Property Rights in Foreground Information;
- (c) 2010B (2014-03-01) General Conditions - Professional Services (Medium Complexity);
- (d) Appendix A, Statement of Work;
- (e) Appendix B, Security Requirements Check List;
- (f) the Contractor's bid dated \_\_\_\_\_ *(insert date of bid) (If the bid was clarified or amended, insert at time of contract award: “, as clarified on \_\_\_\_\_” or “, as amended on \_\_\_\_\_” and insert date(s) of clarification(s) or amendment(s)).*



## APPENDIX “A”, STATEMENT OF WORK

### A1. Title

Factors affecting in-person active offer of service in both official languages within federal institutions and ways to remedy shortcomings

### A2. Objective

The Office of the Commissioner of Official Languages (the Office of the Commissioner) would like to consult front-line employees, as well as supervisors and managers, to better understand the dynamics underlying direct contact between employees and clients and the surrounding factors that have an impact on active offer of service in both official languages. The Office of the Commissioner would also like to consult high-ranking executives to identify possible solutions to this problem.

### A3. Background

For a number of years now, the Office of the Commissioner, has noted, pursuant to Part IV of the *Official Languages Act*, shortcomings in in-person active offer of service in both official languages among front-line employees at federal institutions. These gaps are present even in situations where bilingual services are in fact available. Some studies look at the problem in specific areas, such as health care or justice or in different levels of government, but there does not seem to be any studies on in-person active offer of service in federal institutions. As a result, the Office of the Commissioner would like to better understand the factors that influence active offer on an individual and institutional level.

### A4. Tasks

#### A4.1 Methodology

The study uses qualitative methodology, namely discussion groups with front-line employees and discussion groups with supervisors and/or managers, followed by interviews with executives at federal institutions. The consultation phase will be followed by a meeting at the Office of the Commissioner to identify effective action or intervention mechanisms in order to tackle this problem. The study will be carried out as follows:

1. Initial preparatory phase
2. Consultation through discussion groups with front-line employees (approximately 6 groups)
3. Consultation through discussion groups with managers (approximately 4 groups)
4. Consultation through interviews with executives (approximately a dozen interviews)
5. Final report on the consultations
6. A half-day meeting at the Office of the Commissioner on possible action or intervention mechanisms
7. Report with recommendations on the action or intervention mechanisms



## **A4.2 Tasks**

### **A4.2.1 Preparatory Phase**

#### ***A4.2.1.1 Initial meeting with the Office of the Commissioner***

An initial meeting in person in Gatineau between the consultant and Office of the Commissioner personnel in order to confirm the specifics of the contract and share information or relevant documentation.

#### ***A4.2.1.2 Consultation of the documentation***

In order to properly understand the issue, the consultant must read relevant documents to be provided by the Office of the Commissioner. No documentary research is required and the consultant will not be asked to prepare a literature review.

### **A4.2.2 Discussion groups with front-line employees**

#### ***A4.2.2.1 Objectives***

The purpose of these discussion groups is to better understand the experiences of front-line employees in order to identify factors that encourage or hinder active offer.

Discussion groups, lasting approximately an hour and a half, will be held with federal employees who are required to provide direct in-person service to the public in both official languages. These employees will come from different federal departments selected by the Office of the Commissioner and from different regions. About half a dozen discussion groups are planned with a minimum of 6 and a maximum of 10 employees per discussion group.

Discussion groups may be held in person or by videoconference.

#### ***A4.2.2.2 Drafting protocols***

The consultant and the Office of the Commissioner will work together to draft protocols for conducting and analyzing discussion groups, such as the terms of reference, specific objectives, recruitment strategy, and discussion guide and information analysis framework.

#### ***A4.2.2.3 Organizing the groups***

The Office of the Commissioner will obtain from the departments lists of potential participants from which a random sample will be taken. The Office of the Commissioner will also be responsible for drafting and translating official written communications and invitation messages. The Office of the Commissioner can provide administrative support for organizing groups such as booking rooms.

In collaboration with the Office of the Commissioner, the consultant will need to prepare, in both official languages, a protocol on the approach for recruiting potential participants. The consultant will need to communicate directly with potential participants in both official languages to organize the discussion groups.

#### ***A4.2.2.4 Facilitating the groups***

The consultant will facilitate the discussion groups, which will be held in English or French. The discussions will be documented in the official language of the discussion group, through recordings and transcripts.





#### ***A4.2.2.5 Progress report***

The consultant will submit a progress report of a maximum of 10 pages summarizing the discussion group results. This report will be used to design the next step.

### **A4.2.3 Discussion Groups with Supervisors and/or Managers**

#### ***A4.2.3.1 Objectives***

These discussion groups will be used to explore the factors and conditions that surround active offer from the perspective of supervisors and/or managers and to obtain their point of view on action mechanisms with a view to ensuring more systematic active offer.

These discussion groups, lasting approximately an hour and a half, will be conducted with supervisors and/or managers from different federal departments selected by the Office of the Commissioner and from different regions. About four discussion groups will be held with six to 10 supervisors and/or managers participating.

The discussion groups may be held in person or by videoconference, or a combination of both.

#### ***A4.2.3.2 Designing protocols***

The consultant and the Office of the Commissioner will work together to draft protocols for conducting and analyzing discussion groups, such as the terms of reference, specific objectives, recruitment strategy, and discussion guide and information analysis framework.

#### ***A4.2.3.3 Organizing the groups***

The Office of the Commissioner will obtain from the departments lists of potential participants and will also be responsible for drafting and translating official written communications and messages, including letters and invitation e-mails. The Office of the Commissioner can provide administrative support for organizing groups, such as booking rooms.

In collaboration with the Office of the Commissioner, the consultant will need to prepare, in both official languages, a protocol on the approach for recruiting potential participants. The consultant will need to communicate directly with potential participants in both official languages to organize the discussion groups.

#### ***A4.2.3.4 Facilitating groups***

The consultant will facilitate the discussion groups, which will be held in English or French. The discussions must be documented in the official language of the discussion group in writing and/or through recordings.

#### ***A4.2.3.5 Progress report***

The consultant will submit a progress report of a maximum of 10 pages summarizing the results of the discussion groups with the supervisors and/or managers. This report will be used to design the next step.

The consultant could be asked to present a summary of the progress reports on the discussion groups to Office of the Commissioner personnel and the advisory committee. The presentation should preferably be done in person at the Office of the Commissioner Head Office in Gatineau, but if necessary, it could be done via videoconference.



## **A4.2.4 Interviews with Executives**

### **A4.2.4.1 Objectives**

The purpose of these interviews is to obtain executives' perspectives on the identified factors and the action or influence mechanisms that could help improve the situation. Approximately a dozen hour-long semi-structured interviews will be held with executives from different departments selected by the Office of the Commissioner. The majority of executives will come from the National Capital Region, but some of them could come from regional offices.

Interviews should ideally be held in person, but could be held via videoconference or telephone, if necessary.

### **A4.2.4.2 Designing protocols**

The consultant and the Office of the Commissioner will work together to draft protocols for conducting and analyzing interviews, specifically the terms of reference, specific objectives, communication strategy, interview guide, companion document, if needed, and the framework for the analysis.

### **A4.2.4.3 Organizing interviews**

The Office of the Commissioner will obtain from the departments lists of potential participants. In collaboration with the Office of the Commissioner, the consultant will be responsible for drafting, in both official languages, an approach protocol and a protocol on recruiting potential participants. The consultant will need to communicate with potential participants in both official languages. The Office of the Commissioner will be responsible for drafting and translating official written communications, including letters and invitation messages.

### **A4.2.4.4 Conducting interviews**

The consultant will conduct interviews in the executives' official language of choice. The interviews must be documented in the official language of the interview through recordings and/or transcripts.

### **A4.2.4.5 Progress Report**

The consultant will submit a progress report of a maximum of 10 pages summarizing the results of the executive interviews.

## **A4.2.5 Final Report**

The consultant will submit to the Office of the Commissioner a final report of a maximum of 25 pages summarizing all of the information gathered.

The consultant could be asked to present the final report to the Office of the Commissioner personnel and, if applicable, to the advisory committee. The presentation will be given in person at the Office of the Commissioner head office in Gatineau.

## **A4.2.6 Advice/Guidance on Action or Intervention Mechanisms for Federal Institutions**

Once the study is completed, the Office of the Commissioner would like to obtain advice on the best ways of encouraging front-line employees at federal institutions to systematically make an active offer. More specifically, it would like advice from the consultant on effective action mechanisms in order to achieve concrete results. A three-hour meeting is planned for this step. The consultant must participate in person at the Office of the Commissioner head office in Gatineau. This step will require specific expertise in communications or social marketing. The main consultant can seek the assistance of another consultant if they do not have the required



skills for this step of the project. If the consultant is not able to carry out this step, the financial proposal must take this into account. In the event that the selected bidder cannot carry out this step, the Office of the Commissioner can set up a separate contract.

#### A5. Deliverables & Schedule

Below is a tentative schedule of work and deliverables. All deliverables are subject to review and requests for changes by the Office of the Commissioner before being approved and accepted.

STEPS	ACTIVITIES	DATES	DELIVERABLES
<b>Project launch</b>	<ul style="list-style-type: none"> <li>Initial meeting</li> <li>Consultation of documentation</li> </ul>	<ul style="list-style-type: none"> <li>Mid-January 2015</li> </ul>	
<b>Discussion group-based consultation with front-line employees</b>	<ul style="list-style-type: none"> <li>Work together to design protocols</li> </ul>		
	<ul style="list-style-type: none"> <li>Organize the groups</li> </ul>		
	<ul style="list-style-type: none"> <li>Facilitate the groups</li> </ul>		
	<ul style="list-style-type: none"> <li>Submit a progress report</li> </ul>	<ul style="list-style-type: none"> <li>Mid-February 2015</li> </ul>	<ul style="list-style-type: none"> <li>Progress report: Discussion groups with employees</li> </ul>
<b>Discussion group-based consultation with supervisors and/or managers</b>	<ul style="list-style-type: none"> <li>Work together to design protocols</li> </ul>		
	<ul style="list-style-type: none"> <li>Organize the groups</li> </ul>		
	<ul style="list-style-type: none"> <li>Facilitate the groups</li> </ul>		
	<ul style="list-style-type: none"> <li>Submit a progress report</li> </ul>	<ul style="list-style-type: none"> <li>End of February 2015</li> </ul>	<ul style="list-style-type: none"> <li>Progress report: Discussion groups with supervisors and/or managers</li> </ul>
<b>Interview-based consultation with executives</b>	<ul style="list-style-type: none"> <li>Work together to design protocols</li> </ul>		
	<ul style="list-style-type: none"> <li>Organize the interviews</li> </ul>		
	<ul style="list-style-type: none"> <li>Conduct the interviews</li> </ul>		
	<ul style="list-style-type: none"> <li>Submit a progress report</li> </ul>	<ul style="list-style-type: none"> <li>End of March 2015</li> </ul>	<ul style="list-style-type: none"> <li>Progress report: Interviews with executives</li> </ul>
<b>Submission and presentation of a final report</b>	<ul style="list-style-type: none"> <li>Submit a final report on all of the information collected</li> </ul>	<ul style="list-style-type: none"> <li>End of April 2015</li> </ul>	<ul style="list-style-type: none"> <li>Final report</li> </ul>
<b>Advice/guidance on action or intervention mechanisms</b>	<ul style="list-style-type: none"> <li>2-3-hour meeting</li> </ul>	<ul style="list-style-type: none"> <li>End of May 2015</li> </ul>	<ul style="list-style-type: none"> <li>Report with recommendations</li> </ul>



## **A6. Reporting**

### **A6.1 Progress Reports**

#### **A6.1.1 Discussion groups**

Progress reports on discussion groups with employees and with supervisors and/or managers must include details on the groups (participants, locations, etc.), objectives, questions asked and the information that came out of the discussions. This information must be grouped together and the main themes and observations must be identified.

#### **A6.1.2 Interviews**

The report must include the following: the interviewees, their contact information, objectives and the information that came out of the interviews. This information must be grouped together and the main themes must be identified.

#### **A6.2 Final Report on the Consultations**

The final report on all discussion group-based and interview-based consultations must include: the study's context, objectives, methodology, scope and limitations, as well as the analysis of results.

#### **A6.3 Recommendations on the Action or Intervention Mechanisms for Institutions**

The report on the recommended action or intervention mechanisms for institutions must include: the list of participants, approach used, observations and analysis, and the resulting recommendations.

#### **A6.4 Reporting Progress**

In addition to the above-mentioned reports, the consultant must report on the progress of the work in a weekly e-mail to the Office of the Commissioner.

## **A7. Limitations and Constraints**

### **A7.1 Final Report of the Advisory Panel**

The consultant must be familiar with the Final Report of the *Advisory Panel on Government of Canada Qualitative Public Opinion Research Quality, 2012* and generally follow the standards contained therein.

[http://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/public\\_works/2012/042-11-e/report.pdf](http://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/public_works/2012/042-11-e/report.pdf)

### **A7.2 Travel**

The consultant must come to the Office of the Commissioner Head Office in Gatineau two or three times:

- Initial meeting with Office of the Commissioner representatives
- Presentation of the final report to the Office of the Commissioner and, depending on the case, to the advisory committee.
- Depending on the case, the working session about advice/guidance on action or intervention mechanisms



### **A7.3 Activity Sequence**

Activities must be carried out sequentially because each activity requires the information collected during the previous activity. However, there could be some overlap. For example, the discussion groups with the managers could start before the ones with the employees are finished, and the interviews with the executives could start before the discussion groups are finished.

### **A7.4 Committees**

An internal working committee will be responsible for managing the study and will work closely with the consultant. The Office of the Commissioner will also set up an advisory committee with external membership. The Office of the Commissioner will be fully responsible for managing the committee and its activities.

## **A8. Official Languages**

The consultant must be able to carry out all activities in either official language in order to respect participants' language rights. This includes facilitating discussion groups, conducting interviews and drafting reports, which require superior proficiency in written and oral communication in both official languages. For telephone and e-mail communication to participants to arrange consultations (invitations, follow-ups, etc.), advanced written and oral skills in both official languages are required (see Appendix B).

The progress reports and final report can be submitted in English or French.

Note: this table does not include the "superior proficiency" in official languages level that is required to facilitate the groups and prepare reports and that exceeds the "advanced" level described in this table.



Legend	Oral	Comprehension	Written
<b>Basic</b>	<p>A person speaking at this level can:</p> <ul style="list-style-type: none"><li>• ask and answer simple questions;</li><li>• give simple instructions; and</li><li>• give uncomplicated directions relating to routine work situations.</li></ul>	<p>A person reading at this level can:</p> <ul style="list-style-type: none"><li>• fully understand very simple texts;</li><li>• grasp the main idea of texts about familiar topics; and</li><li>• read and understand elementary points of information such as dates, numbers, or names from relatively more complex texts to perform routine job-related tasks.</li></ul>	<p>A person writing at this level can:</p> <ul style="list-style-type: none"><li>• write isolated words, phrases, simple statements or questions on very familiar topics using words of time, place or person.</li></ul>
<b>Intermediate</b>	<p>A person speaking at this level can:</p> <ul style="list-style-type: none"><li>• sustain a conversation on concrete topics; report on actions taken;</li><li>• give straightforward instructions to employees; and</li><li>• provide factual descriptions and explanations.</li></ul>	<p>A person reading at this level can:</p> <ul style="list-style-type: none"><li>• grasp the main idea of most work-related texts;</li><li>• identify specific details; and</li><li>• distinguish main from subsidiary ideas.</li></ul>	<p>A person writing at this level can:</p> <ul style="list-style-type: none"><li>• deal with explicit information on work-related topics since they have sufficient mastery of grammar and vocabulary.</li></ul>
<b>Advanced</b>	<p>A person speaking at this level can:</p> <ul style="list-style-type: none"><li>• support opinions; and understand and express hypothetical and conditional ideas</li></ul>	<p>A person reading at this level can:</p> <ul style="list-style-type: none"><li>• understand most complex details, inferences and fine points of meaning; and</li><li>• have a good comprehension of specialized or less familiar material.</li></ul>	<p>A person writing at this level can:</p> <ul style="list-style-type: none"><li>• write texts where ideas are developed and presented in a coherent manner.</li></ul>



COMMISSARIAT AUX LANGUES OFFICIELLES • OFFICE OF THE COMMISSIONER OF OFFICIAL LANGUAGES  
30 rue Victoria / 30 Victoria Street, Gatineau, Quebec, Canada K1A 0T8 Tel: (877) 996-6368

**APPENDIX “B”, SECURITY REQUIREMENT CHECK LIST (SRCL)**

<http://www.tbs-sct.gc.ca/tbsf-fsct/350-103.pdf>



*C. Bazeau 2014-11-13*  
*Nov 13, 2014 VW*  
 Contract Number / Numéro du contrat  
**15-026**

Security Classification / Classification de sécurité

**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  
 Commissariat aux langues officielles

2. Branch or Directorate / Direction générale ou Direction  
 DGPC-DGAC

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

\* Mener des groupes de discussion en personne dans des ministères ou en ligne - Mener des entrevues en personne ou en ligne dans des ministères  
 \* Rédiger des rapports résumant les résultats des groupes de discussion et des entrevues - Assister à trois rencontres au Commissariat  
 \* Mener au Commissariat une discussion de cadres de haut niveau en vue de déterminer des mécanismes d'action.  
 Le consultant sera toujours accompagné dans les rencontres et entrevues.

5. a) Will the supplier require access to Controlled Goods? / Le fournisseur aura-t-il accès à des marchandises contrôlées?  No / Non  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?  No / Non  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)  No / Non  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.  No / Non  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?  No / Non  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  NATO / OTAN  Foreign / Étranger

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"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	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 / NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input type="checkbox"/>	NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>	NATO SECRET / NATO SECRET <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
SECRET / SECRET <input type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET / SECRET <input type="checkbox"/>
TOP SECRET / TRÈS SECRET <input type="checkbox"/>		TOP SECRET / TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>





Contract Number / Numéro du contrat
Security Classification / Classification de sécurité

**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 checked="" type="checkbox"/> RELIABILITY STATUS<br>COTE DE FIABILITÉ | <input type="checkbox"/> CONFIDENTIAL<br>CONFIDENTIEL           | <input type="checkbox"/> SECRET<br>SECRET           | <input type="checkbox"/> TOP SECRET<br>TRÈS SECRET               |
| <input type="checkbox"/> TOP SECRET- SIGINT<br>TRÈS SECRET - SIGINT         | <input type="checkbox"/> NATO CONFIDENTIAL<br>NATO CONFIDENTIEL | <input type="checkbox"/> NATO SECRET<br>NATO SECRET | <input type="checkbox"/> COSMIC TOP SECRET<br>COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS<br>ACCÈS AUX EMPLACEMENTS              |   |   |  |

Special comments:  
 Commentaires spéciaux : une cote de fiabilité est requise pour la firme seulement et non le personnel

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

Security Classification / Classification de sécurité
--



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

For users completing the form **manually** use the summary chart below to indicate the category(ies) 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	SECRET	TOP SECRET	NATO RESTRICTED	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED / PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET	
				CONFIDENTIEL		TRÈS SECRET	NATO DIFFUSION RESTREINTE	NATO CONFIDENTIEL			A	B	C	CONFIDENTIEL		TRÈS SECRET	
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 indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).



280-21

Contract Number / Numéro du contrat <b>15-026</b>
Security Classification / Classification de sécurité

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

<b>13. Organization Project Authority / Chargé de projet de l'organisme</b>			
Name (print) - Nom (en lettres moulées) Danielle Ferron	Title - Titre Gestionnaire de la recherche	Signature <i>Danielle Ferron</i>	
Telephone No. - N° de téléphone 819-420-4696	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel danielle.ferron@clo-ocol.gc.ca	Date 24 octobre 2014
<b>14. Organization Security Authority / Responsable de la sécurité de l'organisme</b>			
Name (print) - Nom (en lettres moulées) Michael Greskow	Title - Titre Director IMITAS	Signature <i>Michael Greskow</i>	
Telephone No. - N° de téléphone 819-420-4845	Facsimile No. - N° de télécopieur 819-420-4873	E-mail address - Adresse courriel michael.greskow@do-ocol.gc.ca	Date 2014-11-19
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 checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
<b>16. Procurement Officer / Agent d'approvisionnement</b>			
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
<b>17. Contracting Security Authority / Autorité contractante en matière de sécurité</b>			
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



## APPENDIX "C", CERTIFICATIONS

Bidders must provide the required certifications and documentation 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, 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 with this request will also render the bid non-responsive or will constitute a default under the Contract.

### Certifications Required Before Contract Award

#### C1. Code of Conduct and Certifications - Related documentation

By submitting a bid, the Bidder certifies that the Bidder and its affiliates are in compliance with the provisions as stated in Section 01 Code of Conduct and Certifications - Bid of Standard Instructions 2003. The related documentation therein required will assist Canada in confirming that the certifications are true.

#### C2. 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.

#### C3. Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPS, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

### Definitions

For the purposes of this clause, "former public servant" is any former member of a department as defined in the [Financial Administration Act](#), R.S., 1985, c. F-11, a former member of the 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.

#### **Former Public Servant in Receipt of a Pension**

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

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

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

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

#### **Work Force Adjustment Directive**

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? **Yes ( ) No ( )**

If so, the Bidder must provide the following information:

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

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.

#### **C4. Proactive Disclosure**

The Guidelines on the Proactive Disclosure of Contracts, which support the Contracting Policy requirement to proactively disclose all contracts and amendments over \$10,000.00, have been amended in Section 4.2.1g.ii to have service contracts with former public servants in receipt of a PSSA pension identified as such.

Any service contracts and amendments over \$10,000.00, including service contracts and amendments over \$10,000.00 with former public servants in receipt of a PSSA pension will be identified on the OCOL website at [www.officiallanguages.gc.ca](http://www.officiallanguages.gc.ca).

#### **C5. Office of the Procurement Ombudsman**

##### **Contract Award**

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).



### Dispute Resolution

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the **Department of Public Works and Government Services Act** will, on request, and consent of the parties, to participate in an alternative dispute resolution process to resolve any dispute between the parties respecting the interpretation or application of a term and condition of this contract and their consent to bear the cost of such process, provide to the parties a proposal for an alternative dispute resolution process to resolve their dispute. The Office of the Procurement Ombudsman may be contacted 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).

### C6. Certification Acknowledgment

The Contractor certifies that he or she has:

- read, understands and acknowledges the instructions, the clauses and conditions contained in all parts of this document and certifies that the information submitted is accurate and complete; and
- the authority to sign on behalf of the bidder.

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Name of Authorized Company Official

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Signature

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Date



## APPENDIX D: FORMAT REQUIRED FOR TECHNICAL PROPOSALS

Technical proposals must include the following in the order indicated below:

### 1. General Information

- 1.1. Title page
- 1.2. Table of Contents
- 1.3. Name, contact information and HST number of the consultant or main consulting firm, and if applicable, the affiliated consultant who will provide advice/guidance on intervention mechanisms
- 1.4. Security clearance of firm with identification number and expiry date

### 2. Criteria

- 2.1. An executive summary
- 2.2. A description of how the consultant or team members meet the required rated criteria (RRC):
  - RRC1) Experience in discussion group-based consultation in person and/or on line based on the proposed methodology
  - RRC2) Experience in interview-based consultation
  - RRC3) Ability to work in both official languages
- 2.3. A description of how the consultant or team members meet the desirable rated criteria (DRC):
  - DRC1) Experience in consulting federal public servants, including executives
  - DRC2) Knowledge of the *Official Languages Act* and the context of its application
  - DRC3) Understanding of the study's context, mandate, objectives and challenges
  - DRC4) Ability to carry out the project
  - DRC5) Experience in designing action or intervention mechanisms with federal institutions

### 3. Proposed Team

- 3.1. The composition of the team with a short, targeted biography for each member
- 3.2. Organization chart of team structure
- 3.3. Description of the team members' roles and responsibilities

### 4. Detailed Work Plan

- 4.1. Description of how the project will be carried out
- 4.2. Presentation of a detailed work plan with the phases and tasks, including the meetings, presentations and deliverables, along with the team members in charge, the level of effort and work schedule

### 5. Appendices

- Appendix A: References and full contact information of two previous clients as well as a short description of projects completed for them that are relevant to this study
- Appendix B: Targeted resumes of the consultant and team members based on the required and desirable rated criteria set out in the call for tenders.