



REQUEST FOR PROPOSAL

**RETURN BIDS TO:
RETOURNER
SOUMISSIONS À:**

LES

Mailroom
(Réception des soumissions)

Canada Economic
Development
Dominion Square building
1255, Peel street – Suite 900
Montreal (Quebec)
H3B 2T9

REQUEST FOR ROPOSAL

Title – Sujet	
Coaching related to the development and implementation of mechanisms for Canada Economic Development for Quebec Regions' process optimization management.	
Solicitation No. – N° de l'invitation	Date
9K001-S15-0130-C	2015-04-21
Client Reference No. – N° référence du client	
9K001-S15-0130-C	
GETS Reference No. – N° de reference de SEAG	
File No. – N° de dossier	CCC No. / N° CCC - FMS No. / N° VME
9K001-S15-0130-C	
Solicitation Closes – L'invitation prend fin at – à 02 :00 PM on – le 2015-06-02	Time Zone Fuseau horaire EDT/ HAE
F.O.B. - F.A.B.	
Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Inquiries to - Adresser toutes questions à:	
Aline Mulinda	
Telephone No. – N° de téléphone :	FAX No. – N° de FAX
514-496-6477	514-283-3302
Destination – of Goods, Services, and Construction: Destination – des biens, services et construction :	
Canada economic Development Dominion Square Building 1255, Peel Street, Suite 900 Montreal, Quebec H3B 2T9	

Comments - Commentaires

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

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



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PART 1 - GENERAL INFORMATION

1. Security Requirements

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 6 - 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 requirements as indicated in Part 6 - 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;
2. For additional information on security requirements, bidders should refer to the [Industrial Security Program \(ISP\)](http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html) of Public Works and Government Services Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.

2. Statement of Work

The Work to be performed is detailed under the «Annex A» of the resulting contract clauses.

3. Debriefings

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



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PART 2 - BIDDER INSTRUCTIONS

1. Standard Instructions, Clauses and Conditions

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

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

The [2003](#) (2014-09-25) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 of [2003](#), Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: Sixty (60) days
Insert: Ninety (90) days

2. Submission of Bids

Bids must be sent by mail and received **at the time and date specified on page 1**. The envelope shall indicate Offerings No. **9K001-S15-0130-C** addressed as follows:

Aline Mulinda
Procurement and Contract officer
Canada Economic Development
1255, Peel Street, bureau 900
Montréal (Québec) H3B 2T9
Tél. (514) 496-6477

Due to the nature of the bid solicitation, bids transmitted by facsimile or e-mail to CED will not be accepted.

3. Former Public Servant (this section must be completed and attached with the bid)

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 FPSs, 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.



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"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 FPSs 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.

4. Enquiries - Bid Solicitation

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

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

5. Bidders' Conference

A bidders' conference will be held at **1255 Peel Street, office 900** Montreal (Qc), **on May 14th, 2015**. The conference will begin at **2:00 PM EDT, in room #921**. The scope of the requirement outlined in the



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bid solicitation will be reviewed during the conference and questions will be answered. It is recommended that bidders who intend to submit a bid attend or send a representative.

Bidders are requested to communicate with the Contracting Authority before the conference to confirm attendance. Bidders should provide, in writing, to the Contracting Authority, the name(s) of the person(s) who will be attending and a list of issues they wish to table no later than **May 11th, 2015 at 2:00 PM EDT**.

Any clarifications or changes to the bid solicitation resulting from the bidders' conference will be included as an amendment to the bid solicitation. Bidders who do not attend will not be precluded from submitting a bid.

6. Applicable Laws

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

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



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PART 3 - BID PREPARATION INSTRUCTIONS

1. Bid Preparation Instructions

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

Section I: Technical Bid (3 hard copies)

Section II: Financial Bid (1 hard copy)

Section III: Certifications (1 hard copy)

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

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

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

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process [Policy on Green Procurement](http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, bidders should:

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

Section I: Technical Bid

In their technical bid, bidders should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work.

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

Section II: Financial Bid

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

Section III: Certifications

Bidders must submit the certifications required under Part 5.



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PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

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

1.1 Technical Evaluation

4.1.1.1 Mandatory Technical Criteria

See Annex D – Evaluation grid

4.1.1.2 Point Rated Technical Criteria

See Annex D – Evaluation grid

1.2 Financial Evaluation

The Bidder is required to submit a firm daily rate as detailed in Annex B – Basis of payment, excluding applicable taxes. The daily rate must include travel living and direct expenses incurred in the performance of the work and any other cost reimbursable items

For evaluation purposes only, the financial evaluation will be calculated as follow:

	Period	Price
1	Firm daily rate – 1 st year	\$
2	Firm daily rate – Optional period	\$
	Total evaluated price of the bid – Sum (row 1 and 2)	\$

2. Basis of Selection

2.1 Lowest Price Per Point

- 1. To be declared responsive, a bid must:
 - a. comply with all the requirements of the bid solicitation;
 - b. meet all mandatory technical evaluation criteria; and
 - c. obtain the required minimum points for the technical evaluation criteria which are subject to point rating.
- 2. Bids not meeting (a) or (b) or (c) will be declared non-responsive. Neither the responsive bid that receives the highest number of points nor the one that proposed the lowest price will necessarily be accepted. The responsive bid with the lowest evaluated price per point will be recommended for award of a contract.



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PART 5 - CERTIFICATIONS

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

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

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

1. Certifications Precedent to Contract Award

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

1.1 Status and Availability of Resources

SACC Manual clause [A3005T](#) (210-08-16) Status and Availability of Resources

1.2 Education and Experience

SACC Manual clause [A3010T](#) (2010-08-16) Education and Experience

1.3 Certification of Language - Bilingual Essential

By submitting a bid, the Bidder certifies that, should it be awarded a contract as result of the bid solicitation, every individual proposed in its bid will be fluent in both official languages of Canada (French and English). The individual(s) proposed must be able to communicate orally and in writing in French and English without any assistance and with minimal errors.



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PART 6 - RESULTING CONTRACT CLAUSES

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

1. Security Requirements

The following security requirements (SRCL and related clauses provided by ISP) apply and form part of the Contract.

1. The Contractor/Offeror must, at all times during the performance of the Contract, hold a valid **Designated Organization Screening (DOS), with approved Document Safeguarding and Production Capabilities at the level of PROTECTED A**, issued by the Canadian Industrial Security Directorate, Public Works and Government Services Canada.
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 the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
3. Processing of PROTECTED materiel electronically at the Contractor/Offeror's site is NOT permitted under this Contract/Standing Offer.
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 C;
 - (b) *Industrial Security Manual* (Latest Edition).

2. Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex "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) (<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 (2014-09-25), General Conditions - Professional Services (Medium Complexity) apply to and form part of the Contract.

4. Term of Contract

4.1 Period of the Contract

The period of the Contract is from date of Contract to one (1) year after the contract award date.

4.2 Option to Extend the Contract

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

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



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5. Approval of Contract

5.1 For the Minister

Approved for the Minister, certified under section 32 (1) of the *Financial Administration Act* (<http://laws.justice.gc.ca/en/F-11/>)

Signature	Date
------------------	-------------

5.2 Administration of the Contract

This Contract has been signed on behalf of Her Majesty the Queen in Right of Canada by an authorized agent. I certify that the State procurement regulations are respected.

Procurement and Contract officer	Date
---	-------------

5.3 Contracting Authority of Canada Economic Development

Approved for the Minister, certified under section 41 of the *Financial Administration Act* (power of execution). (<http://laws.justice.gc.ca/en/F-11/>)

Procurement and Contract Management Advisory	Date
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5.4 Contractor

The Contractor approves the terms and conditions of this contract and returns two copies to the contracting officer.

Signature of the Contractor	Date
------------------------------------	-------------

6. Authorities

6.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Aline Mulinda
Title: Procurement and contract officer
Organisation: CANADA ECONOMIC DEVELOPMENT FOR QUEBEC REGIONS
Address: 1255 Peel Street, Suite 900
 Montréal, Quebec H3B 2T9
Telephone: 514-496-6477
Facsimile: 514-283-3302
E-mail address: aline.mulinda@dec-ced.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.

6.2 Project Authority

The Project Authority for the Contract is:

Name: _____
 Title: _____
 Organization: _____
 Address: _____

 Telephone : _____
 Facsimile: _____
 E-mail address: _____



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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.

6.3 Contractor's Representative

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone : _____

Facsimile: _____

E-mail address: _____

7. Proactive Disclosure of Contracts with Former Public Servants

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

8. Payment

8.1 Basis of Payment – Firm Daily Rates

The Contractor will be paid firm daily rates as indicated in Annex B - Basis of payment, for work performed in accordance with the Contract. Applicable Taxes are extra.

8.2 Limitation of Expenditure

1. Canada's total liability to the Contractor under the Contract must not exceed \$ _____. Customs duties are included and Applicable Taxes are extra.
2. No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
 - a. when it is 75 percent committed, or
 - b. four (4) months before the contract expiry date, or
 - c. as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work, whichever comes first.
3. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

8.3 Monthly Payment

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice 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 performed has been accepted by Canada.



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9. Invoicing Instructions

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

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
- b. a copy of the release document and any other documents as specified in the Contract;
- d. a copy of the monthly progress report.

For any payment request, the Contractor shall provide, to the Agency's Project Authority, a detailed invoice which states the dates, the type and the duration of any interventions. Your invoice must refer to this contract number, which is 9K001-S15-0130-C. Applicable Taxes must be specified on all invoices as a separate item along with corresponding registration numbers from the tax authorities. Payment by Canada for the Work shall be made within thirty (30) days following the date on which an invoice and substantiating documentation are received according to the terms of the Contract.

10 Certifications

10.1 Compliance

The continuous compliance with the certifications provided by the Contractor in its bid and the ongoing cooperation in providing associated information are conditions of the Contract. Certifications are subject to verification by Canada during the entire period of the Contract. If the Contractor does not comply with any certification, fails to provide the associated information, or if it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

11. Applicable Laws

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

12 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;
- (c) the general conditions [2010B](#) (2014-09-25), Professional Services (Medium Complexity);
- (d) Annex A, Statement of Work;
- (e) Annex B, Basis of payment;
- (f) Annex C, Security Requirements Check List;
- (g) the Contractor's bid dated _____ .



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ANNEX "A"
STATEMENT OF WORK

1. Objectives

- 1.1 Raise CED employees' awareness that, when a group of people with varied experiences analyzes CED's process, opportunities for improvement can be identified to make changes that greatly improve the process's effectiveness and efficiency.
- 1.2 Coach employees to ensure that they develop the knowledge and reflexes required for CED to move ahead with changes and that they become catalysts for change facilitating interaction with the process owners.
- 1.3 Support manager via the project officer so they develop and implement a mechanism facilitating day-to-day optimization management.

2. Background

The mandate of Canada Economic Development for Quebec Regions (CED) is to promote the economic development of the regions of Quebec, paying special attention to those experiencing slow economic growth and inadequate employment, in order to improve prosperity and employment in the long term.

CED supports development projects by providing financial assistance and business advice to its clientele, primarily consisting of small and medium-sized enterprises (SMEs) and non-profit organizations whose mandate is to assist businesses and promote regional economic development.

For more information on CED's programs, visit: <http://www.dec-ced.gc.ca>.

For a number of years now, CED has faced a changing environment because of a reduction of human and financial resources and frequent changes and delivery deadlines set out within the Government of Canada's governance framework (laws, policies and directives). CED considers that the constantly changing environment will continue in the future. Throughout the years, CED has documented its processes and updated them by adding steps to meet new obligations. For most processes, no analysis has been made of the most effective way to achieve a result or the impact of changes on other processes.

3. Scope

The contractor will provide a service of transfer of knowledge and development of expert's advice to CED employees so they can develop measures aimed at improving organizational effectiveness through changes to existing systems (processes). CED employees will be able to understand the rationale for changes and their projected impacts on CED, and implement them.

4. Tasks/Technical Specifications

The contractor must provide advice, tools, mechanisms and coaching to project officer to implement continuous improvement projects and hold discussion workshops on problems and opportunities for improvement, taking into consideration the impacts of proposed solutions on the control environment.

Without limitation, CED thinks starting by steps provided below. During the starting meeting with the project officer, the feasibility of these steps will be confirmed as well as CED' process used to complete these first steps.

Stage 1

In co-operation with the project officer, prepare and facilitate a meeting with the objective of optimizing one of the CED process by having all the stakeholders in the process participate and using a simulation-based approach.

The preparation should be done in co-operation with the project officer, who will obtain a transfer of knowledge of the preparation required to carry out a process optimization project and guide the consultant regarding the CED's operations.

The purpose of the simulations will be to raise the participants' awareness about process-related issues, encourage group thinking to find possible improvements and modify the process slightly, as well as visualize results. During the meeting, more than one simulation will be held in order to make proposed improvements and to see the impact of changes on the process. At the end of the meeting, the participants will have a better idea of process changes needed to optimize the process.



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The contractor will provide a report on the meeting. This report should include what was done (simulations and discussions), what the expert observed and proposals for taking the next steps in the project officer coaching toward the project officer's objective to help his colleagues in optimizing their processes.

Stage 2

In co-operation with the project officer, preparing a presentation of the results of the meeting in stage 1 to the CED's group of delegated managers. The consultant must be present at CED's group of delegated managers' meeting. The project officer and the consultant will discuss on who should do the presentation (consultant or project officer). The presentation's goal will be to raise the group's awareness of the steps taken at the simulation-based meeting in order to reach a common solution.

Stage 3

To provide continuous coaching to the project officer for future CED' processes optimization.

5. Working language

Work will be mainly performed in French, but some participants may speak English. Reports must be written in French.

6. Travel

No compensation is planned for travel.

7. Constraints

- Federal environment, more specifically Government of Canada laws, policies and directives must be adhered to during the performance of work.
- Meetings will be held in Montreal at the CED's offices at 1255 Peel Street, office 900.
- The meeting described in stage 1 must be held no later than one month after the contract is signed.
- In accordance with the project officer's instructions deadlines must be respected.
- The work will be done using the Microsoft Office suite TM and transmitted electronically.

8. Support provided by the client

The contractor will have access to a computer at 1255 Peel St. (the CED's offices) in order to have the information required to complete the mandate.

9. Meetings

The contractor must submit reports by email or in a meeting with the technical authority, every week until the meeting in stage 1 and then every two weeks, depending on the progress of the work, as applicable.

10. Products and deliverables

The contractor must provide the services listed above in the *Tasks/Technical Specifications* section.



REQUEST FOR PROPOSAL

ANNEX "B"
Basis of payment

The Bidder is required to submit a firm daily rate as detailed below, excluding applicable taxes.

The firm daily rate is applicable for the proposed resource or for the entire proposed team and must include travel living and direct expenses incurred in the performance of the work and any other cost reimbursable items. Applicable Taxes are extra.

A workday is based on 7.5 hours, excluding meal breaks. Payments are made for days worked; there is no provision for annual leave, holidays and sick leave. Partial days will be prorated based on actual hours worked in accordance with the following:

$$\text{Word days} = \frac{\text{Hours worked}}{7,5 \text{ hours per day}}$$

FIRM PERIOD

Ressource(s) name(s)	Firm Daily Rate
_____	_____ \$

OPTIONAL PERIOD

Ressource(s) name(s)	Firm Daily Rate
_____	_____ \$



REQUEST FOR PROPOSAL

ANNEX "C"

**SECURITY REQUIREMENTS CHECK LIST
(SRCL)**

See attached document



REQUEST FOR PROPOSAL

**ANNEX D
EVALUATION GRID**

Bids received will be evaluated by an evaluation committee on the basis of the criteria listed below. Compliant bids meet all of the mandatory and rated criteria set out below. A contractor's inability to demonstrate that it meets these criteria will result in automatic disqualification of its bid.

For this mandate, bidders may propose a resource or a team.

MANDATORY CRITERIA	CRITERION MET (yes or no)	REFERENCE (page of bid confirming that the criterion has been met)
<p>M1. One of the proposed resources must have LEAN Master certification.</p> <p>The bidder must submit the certification with the bid.</p>		
<p>M2. The bidder must provide a résumé for each proposed resource.</p>		

The bidder must provide examples of how it meets each criterion. He can give the same example to several criteria, but he shall adapt the context to highlight the relevant elements. The rating scale for each criterion is presented in the table below. Please number the projects presented and only the first 7 projects of each criterion will be evaluated.

POINT RATED CRITERIA	MAXIMUM POINTS AWARDED	MINIMUM POINTS REQUIRED	POINTS AWARDED	REFERENCE (page of bid confirming that the criterion has been met)
<p>R1. The bidder must demonstrate that one of the proposed resources has acquired experience in at least two government process optimization projects in the last 5 years.</p> <p>To meet this requirement, the bidder must submit a maximum of 7 projects along with the following information:</p> <ul style="list-style-type: none"> • the name of the project • the name of the client • the resource's responsibilities as part of the project • the project start and end dates • a description of each project submitted; this description must include the reason why the bidder considers the project to be a government optimization project <p>0 to 1 project = 0 points 2 to 3 projects = 18 points 4 projects = 24 points 5 or more projects = 30 points</p>	30	18		



REQUEST FOR PROPOSAL

<p>R2. The bidder must demonstrate that one of the proposed resources has process optimization project experience using the LEAN method in a government organization that was undergoing change and that uses risk management as part of its processes.</p> <p>To meet this requirement, the bidder must submit a maximum of 7 projects along with the following information:</p> <ul style="list-style-type: none"> • the name of the project • the name of the client • the resource’s responsibilities as part of the project • the project start and end dates • a description of each project submitted; this description must include the reason why the bidder considers the project to be an optimization project using the LEAN method in a government organization that is undergoing change and that uses risk-based management. <p>1 project = 24 points 2 projects = 32 points 3 or more projects = 40 points</p>	40	24		
<p>R3. The bidder must demonstrate that one of the proposed resources has experience in leading a group in a process optimization activity using a simulation-based approach.</p> <p>To meet this requirement, the bidder must submit a maximum of 7 such activities along with the following information:</p> <ul style="list-style-type: none"> • the number of people in attendance • the date of the activity • the resource’s responsibilities as part of the activity • a description of the activity; this description must include details on the approach used and the reason why the submission meets the criterion. <p>1 activity = 18 points 2 activities = 24 points 3 or more activities = 30 points</p>	30	18		
Total	100	60		