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AMENDMENT 001

See attached

REQUEST FOR SUPPLY ARRANGEMENT (RFS)
FOR
SOLUTIONS BASED PROFESSIONAL SERVICES
UNDER THE
TASKS AND SOLUTIONS PROFESSIONAL SERVICES (TSPS)

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PART 1 - GENERAL INFORMATION

1.1 Introduction

This Request for Supply Arrangement (RFSA) has two components: a Request for Supply Arrangements (RFSA) and a Supply Arrangement and Resulting Contract Clauses.

COMPONENT I: REQUEST FOR SUPPLY ARRANGEMENT

The Request for Supply Arrangement is divided into five parts plus attachments, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Supplier Instructions: provides the instructions applicable to the clauses and conditions of the RFSA;
- Part 3 Arrangement Preparation Instructions: provides Suppliers with instructions on how to prepare the arrangement to address the evaluation criteria specified;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria which must be addressed in the arrangement and the basis of selection;
- Part 5 Certifications: includes the certifications to be provided

The Attachments to Component I include:

- Attachment A: Supplier Profile/Centralized Professional Services System (CPSS) Supplier Module – Enrollment
- Attachment B: Supply Arrangement Technical Evaluation Criteria
- Attachment C: Certifications/CPSS Supplier Module – Data Collection Component (DCC): Certifications
- Attachment D: Technical Response Template/ CPSS Supplier Module – DCC

COMPONENT II: SUPPLY ARRANGEMENT AND RESULTING CONTRACT CLAUSES

The Supply Arrangement and Resulting Contract Clauses is divided into three parts plus annexes, as follows:

- Part 6A Supply Arrangement, includes the Supply Arrangement (SA) with the applicable clauses and conditions;
- Part 6B Bid Solicitation: includes the instructions for the bid solicitation process within the scope of the SA;
- Part 6C Resulting Contract Clauses: includes general information for the conditions, which will apply to any contract entered into pursuant to the SA.

The Annexes to Component II include:
Annex A – Requirement for Services,
Annex B – TSPS Generic Security Requirements Check Lists (SRCLs),
Annex C – Quarterly Usage Report Sample
Annex D – Client Satisfaction Form
Annex E – Qualified Streams
Annex F – Insurance Requirements

1.2 Summary

- i. This solicitation is a Request for Supply Arrangements (RFSA) to satisfy Canada’s requirement for the provision of Solutions Based Professional Services to locations throughout Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.

All Suppliers capable of meeting the requirements of this RFSA are invited to submit an arrangement for the Services in a Supply Arrangement.

- ii. **Existing SA Solutions Holders**

This document also invites Existing SA Solutions Holders to submit arrangements to enable them to qualify for those Tiers, Streams and Regions, Metropolitan Areas for which they currently do not have a SA.

Existing SA Solutions Holders are not required to re-qualify for any Streams for which they already have a SA although they must otherwise comply with the requirements of the refresh solicitation.

- iii. **Streams**

The TSPS Solutions Based Supply Arrangement includes the following Streams:

Stream 1: Human Resource Services;
Stream 2: Business Services / Change Management Services; and
Stream 3: Project Management Services.
Stream 4: Real Property Project Management Services.
Stream 5: Technical Engineering and Maintenance Services

All five (5) Streams will be structured according to the following Tiers:

Tier 1: Requirements up to and including \$2 million (applicable taxes included);
Tier 2: Requirements greater than \$2 million (applicable taxes included).

Arrangements will be evaluated on a Stream basis. It is not necessary to submit an arrangement for all Streams to be issued an arrangement. Therefore, if a Supplier wishes to submit an arrangement for services in only one specific Stream, it may do so; however, if a minimum response is required to obtain a Stream, then that minimum response must be provided in the arrangement.

SAs resulting from this RFSA will not be used for staffing or for Temporary Help Services (THS) requirements.

- iv. **The Period of the Arrangement**

The Supply Arrangement will remain valid from the award of the Supply Arrangement until December 31, 2016 or until such time as Canada no longer considers it to be advantageous to use it. The period for awarding Contracts under the Supply Arrangement begins on the start date of the Supply Arrangement.

v. Identified Users

Any resulting Supply Arrangement may be used by any government department or Crown Corporation as described in the Financial Administration Act (as amended from time to time) or any other party for which the Department of Public Works and Government Services may be authorized to act from time to time under section 16 of the Department of Public Works and Government Services Act (each "Identified User").

vi. Bid Solicitation

It is intended that this solicitation follow the guidelines set out by PWGSC's Professional Services National Procurement Strategy; however those guidelines are not incorporated into this document. The solicitation documents contain all the requirements relating to this solicitation. Any other information or documentation provided to or obtained by a Supplier from any source is not relevant.

In as much as possible, PWGSC will issue a solicitation intended to replace the Supply Arrangements for the Services on an annual basis, although PWGSC reserves the right to choose to proceed with a different procurement vehicle for the requirement if it considers such action appropriate. Each such re-competition (a "renewal solicitation") requires all Suppliers, including those who may have received a Supply Arrangement under the previous solicitation, to submit an arrangement in response to the renewal solicitation in order to continue to provide services under its resulting Supply Arrangements. The terms and conditions of each renewal solicitation may add, modify or remove Streams, and may otherwise modify the requirements of the previous solicitation. As such, each renewal solicitation stands alone, separate and apart from any previous solicitation. While some aspects of a Supplier's arrangement may incorporate by reference information already in the possession of Canada, all the requirements of a renewal solicitation must be met by each Supplier by the renewal solicitation closing date.

This solicitation is intended to allow new Suppliers to become pre-qualified under the appropriate Tier, Region, Metropolitan Area and/or Stream as well as to allow Existing Suppliers to add to their current qualifications (ex. Tier, Region, Metropolitan Area and/or Streams).

Suppliers may submit an arrangement for a Supply Arrangement at any time by responding to the renewal and/or the most recent refresh terms and conditions posted on GETS.

Canada reserves the right to issue supply arrangements to Suppliers who qualify throughout the entire period of the Supply Arrangement, as long as the arrangements are valid. Evaluations of such arrangements will be processed on a quarterly basis, with targeted schedules identifying the closing dates for each quarterly evaluation cycle.

Refer to Component II, Part 6A, Article 6.4.2 for more information on the Supply Arrangement renewal and refresh schedule.

vii. Trade Agreements

The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO_AGP), the North American Free Trade Agreement (NAFTA), the Agreement on Internal Trade (AIT), the Canada – Chile Free Trade Agreement (CCFTA), the Canada – Peru Free Trade Agreement (CPFTA), the Canada – Colombia Free Trade Agreement (CColFTA), and the Canada – Panama Free Trade Agreement (CPanFTA), if it is in force.

viii. Designation as Set-Aside

Part of this procurement may be designated by one or more Identified Users as set-aside under the federal government's Procurement Strategy for Aboriginal Business (PSAB). In these specific cases, (i) the procurement is set aside from the international trade agreements under the provision each has for set-asides for small and minority businesses, and (ii) as per Article 1802 of the AIT, the AIT does not apply.

ix. Comprehensive Land Claim Agreements

The resulting Supply Arrangements are not to be used for deliveries within a Comprehensive Land Claims Settlement Area (CLCSA). All requirements for delivery within a CLCSA are to be submitted to the Department of Public Works and Government Services for individual processing.

1.3 Security Requirement

There is a security requirement associated with the requirement of the Supply Arrangement. For additional information, see Part 6 A- Supply Arrangement and Resulting Contract Clauses.

- 1.3.1 Before issuance of a Supply Arrangement, the Supplier must hold a valid organization security clearance as indicated in Part 6A – Supply Arrangement.
- 1.3.2 Canada will not delay the issuance of any Supply Arrangement to allow Suppliers to obtain the required clearance. However, should a Supplier receive its required clearance while all other requirements of the solicitation have been met and its arrangement is still valid, Canada will consider awarding a Supply Arrangement to that Supplier.
- 1.3.3 Suppliers who have not yet received their DOS clearance from CISD by the date that the Supply Arrangement Authority has issued any Arrangement as a result of this solicitation will be considered non-responsive to this solicitation's requirements for the issuance of a Supply Arrangement.
- 1.3.4 Suppliers may request that the Supply Arrangement Authority consider security sponsorship of their candidacy to upgrade it to the next security level that is above the Supplier's current security level or to seek initial DOS clearance. Such sponsorship is only available for one level of upgrade at a time. This request may be made at any time before or after solicitation closing by sending the request via email to the attention of the Supply Arrangement Authority.
- 1.3.5 For additional information on security requirements, suppliers 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.
- 1.3.6 Each member of a JV Supplier must satisfy the requirements described in the resulting SA Article entitled "Security Requirement". The highest level of corporate security attainable by such a JV Supplier through Canadian Industrial Security Directorate

(CISD) of PWGSC is the lowest level held by any single member of the JV at the time of issuance relating to that particular Contract. For example, a JV with 5 members is comprised of 4 members holding a valid Facility Security Clearance (FSC) at the Secret level and 1 member holding a valid Designated Organizational Screening (DOS) level. The highest corporate security level for which the JV would be considered under this SA framework would be DOS until such time as the member holding a valid DOS clearance has requested sponsorship via the SA Authority and obtained a valid FSC at the Secret level, as issued by CISD.

1.4 Debriefings

After issuance of a Supply Arrangement, Suppliers may request a debriefing on the results of the request for supply arrangements process. Suppliers should make the request to the Supply Arrangement Authority within 15 working days of receipt of the results of the request for supply arrangements process. The debriefing may be in writing, by telephone or in person.

1.5 Key Terms

SOLUTIONS BASE PROFESSIONAL SERVICES: are services that are not related to one particular activity or initiative; they are services provided in response to situations where Identified Users require options as to how to resolve a business problem. The Supplier would be expected to supply a complete solution to this business problem, manage the overall project and accept responsibility for the outcome. These projects are normally strategic in nature, complex in scope and large in scale.

NEW SUPPLIER refers to a Supplier that was not issued a SA under TSPS solicitation E60ZN-15TSSB/A or refresh solicitation E60ZN-15TSSB/B..

EXISTING OR CURRENT SA SOLUTIONS HOLDER refers to a Supplier that was issued a SA under TSPS solicitation E60ZN-15TSSB/A or refresh solicitation E60ZN-15TSSB/B.

Centralized Professional Services System or CPSS: is a web-based system created as part of PWGSC's Professional Services National Procurement Strategy to support a single portal for professional services. It contains information on methods of supply, which will include TSPS, and reflects standardized business rules. CPSS is comprised of a **Supplier Module**, a **Client Module** and a **Maintenance Module**. The Client Module is used by Government of Canada personnel to process procurement functions. The Maintenance Module is used to administer CPSS and the methods of supply it contains. The Supplier Module allows a Supplier through a Main Supplier Contact (as defined below) to:

- (i) create and manage **Contacts** (Contacts are Supplier personnel who, using credentials received in response to actions by the Main Supplier Contact are able to input data for the Supplier into the Data Collection Component, and view data displayed in the Client Module for use by Government of Canada personnel);
- (ii) input and submit data as part of a solicitation process;
- (iii) track the progress/status of data input against solicitation(s) and retrieve the data for use in other solicitations;
- (iv) modify an arrangement as permitted by a solicitation's terms; and
- (v) view information pertaining to that Supplier and edit certain elements of that Supplier's profile.

Data Collection Component or DCC: a part of the CPSS Supplier Module that replaces the concept of "Response Templates" that have been used in other professional services solicitations for TSPS. The DCC will display information on methods of supply in a "dashboard" format, providing both information that

has been submitted by a Supplier and information on upcoming and closed solicitations for professional services.

Each Supplier must enroll and identify a **Main Supplier Contact** or **MSC**. The MSC will receive credentials that enable the MSC to access the Supplier Module, as defined in Article 1.5 above. Enrollment is conducted on-line and can be initiated by a Supplier at any time, with a typical response time of minutes to receive credentials, where all the necessary information is received by Canada. Instructions for enrollment in the CPSS Supplier Module and other support on the use of the DCC are available at:

<http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/spc-cps-eng.html>

When participating in any solicitation process that involves the use of the DCC, Suppliers are responsible for the input of accurate data. Suppliers must also safeguard the credentials released to the MSC and Supplier's Contacts that enable access to the Supplier Module. Canada will not delay or cancel any solicitation or Call-up process due to a Supplier's inability to access, modify or validate such credentials, or because of any claim that such credentials were used without proper authorization.

While Suppliers normally have the option to submit their tender to Canada in writing directly, by mail or by other means, due to the unique nature of this solicitation, certain aspects of a Supplier's arrangement must be submitted only by electronic transmission, (see Part 3 - Arrangement Preparation Instructions).

Therefore, in order to respond to this RFSA, a Supplier must enroll in the CPSS Supplier Module and input data in the DCC, as described above. Should a Supplier have questions or concerns regarding enrollment or any other aspect of the electronic transmission of data through the DCC, the Supplier is encouraged to submit these questions or concerns as early as possible in the solicitation period, in accordance with the Article titled "Enquiries - Request for Supply Arrangements".

Refresh solicitation is a solicitation that allows new Suppliers to provide arrangements to qualify and existing Supplier to provide arrangements to qualify for more services throughout the entire period of the Supply Arrangement. Existing Suppliers are not required to provide an arrangement in order to continue to provide the services for which it is currently qualified under its Supply Arrangement.

Renewal solicitation is a solicitation intended to replace the Supply Arrangements for the Services on an annual basis. Each such re-competition (a "renewal solicitation") requires all Suppliers, including those who may have received arrangements under the previous solicitation, to submit an arrangement in response to the renewal solicitation in order to continue to provide services under its resulting Supply Arrangements.

PART 2 - SUPPLIER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the Request for Supply Arrangements (RFSA) 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.

Suppliers who submit an arrangement agree to be bound by the instructions, clauses and conditions of the RFSA and accept the clauses and conditions of the Supply Arrangement and resulting contract(s).

The 2008 (2015-07-03) Standard Instructions - Request for Supply Arrangements - Goods or Services, are incorporated by reference into and form part of the RFSA.

Subsection 5.4 of 2008, Standard Instructions - Request for Supply Arrangements - Goods or Services, is amended as follows:

Delete: sixty (60) days
Insert: two hundred and twenty (220) days

2.2 Arrangement Participation

A Supplier's arrangement must contain its response to all the requirements of this RFSA. The arrangement may include some or all Tiers, Regions, Metropolitan Areas or Streams; however, a Supplier may not submit a second arrangement for the same Tier, Region, or Streams.

One legal entity may participate in the submission of:

- (i) one arrangement from the legal entity alone, or
- (ii) one arrangement from the legal entity and arrangement submitted in a joint venture, or
- (iii) two arrangements submitted in joint venture.

More than two arrangements generated from the same legal entity is not permitted in response to this solicitation. If a legal entity participates in more than two arrangements, Canada will choose in its discretion which two arrangements to consider. If a legal entity chooses to participate in two arrangements, each arrangement must be a physically separate document, clearly marked as a separate arrangement. Each arrangement will be evaluated independently without regard to other arrangements submitted and, therefore, every arrangement submitted must be complete.

2.3 Submission of Arrangements

While Suppliers normally have the option to submit their arrangement to Canada in writing directly, by mail, or by other means, due to the unique nature of this solicitation, arrangements must be submitted only in the following manner:

- (i) physically to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated on page one of the solicitation for the elements of the arrangement that must or may be submitted in Print; and
- (ii) electronically through the Data Collection Component of CPSS by the date and time as indicated on page one of the RFSA for the arrangement elements that must or may be submitted by electronic transmission.

Refer to the “Arrangement Submission Grid” in Part 3 for detailed arrangement submission information.

2.4 Set-aside for Aboriginal Business

- i. This procurement in whole or in part, may be set aside by one or more Identified Users as set aside for Aboriginal business under the federal government's Set-aside Program for Aboriginal Business. In order to be considered as an Aboriginal Business, Suppliers must complete and sign the certification entitled “Aboriginal Business Certification” at Part 5 – Certifications and must complete the Aboriginal Business Certification in the Data Collection Component.
- ii. By executing the certification, the Supplier warrants that it is an Aboriginal business as defined in the Set-aside Program for Aboriginal Business.

2.5 Former Public Servant - Notification

Service contracts awarded to former public servants in receipt of a pension or a lump sum payment must bear the closest public scrutiny and reflect fairness in the spending of public funds. Therefore, the bid solicitation will require that you provide information that, were you to be the successful bidder, your status with respect to being a former public servant in receipt of a pension or a lump sum payment, will be required to report this information on the departmental websites as part of the published proactive disclosure reports generated in accordance with Treasury Board policies and directives on contracts with former public servants, [Contracting Policy Notice 2012-2](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

2.6 Federal Contractors Program for Employment Equity - Notification

The Federal Contractors Program (FCP) for employment equity requires that some contractors make a formal commitment to Employment and Social Development Canada (ESDC) - Labour to implement employment equity. In the event that this Supply Arrangement would lead to a contract subject to the Federal Contractors Program (FCP) for employment equity, the bid solicitation and resulting contract templates would include such specific requirements. Further information on the Federal Contractors Program (FCP) for employment equity can be found on [ESDC-Labour's](#) website.

2.7 Enquiries - Request for Supply Arrangements

All enquiries must be submitted in writing to the Supply Arrangement Authority in accordance with the period schedule as set out in the table below. Enquiries received after that time may not be answered.

Suppliers should make enquiries as early as possible and should not make assumptions about the nature of the requirements of this solicitation.

i. FIRST BIDDING QUESTION PERIOD:	SECOND BIDDING QUESTION PERIOD:	THIRD BIDDING QUESTION PERIOD:
The end date for the first question period for bidders is August 21, 2015 Eastern	The end date for the second question period for bidders is November 30, 2015 Eastern	The end date of the third question period for bidders is February 28, 2016 Eastern

Daylight Time at 14:00. Responses to the first question period will be posted on buyandsell.gc.ca.	Standard Time at 14:00. Responses to the second question period will be posted on buyandsell.gc.ca.	Standard Time. Responses to the third question period will be posted on buyandsell.gc.ca.
Canada will then respond to the questions from bidders.		Canada does not intend to modify the solicitation during this period.

Suppliers should reference as accurately as possible the numbered item of the RFSA to which the enquiry relates. Care should be taken by Suppliers 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 Suppliers do so, so that the proprietary nature of the question(s) is eliminated, and the enquiry can be answered with copies to all Suppliers. Enquiries not submitted in a form that can be distributed to all Suppliers may not be answered by Canada.

2.8 Applicable Laws

The Supply Arrangement and any contract awarded under the Supply Arrangement must be interpreted and governed, and the relations between the parties determined, by the laws in force in the province of Ontario, Canada.

Suppliers may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of the arrangement, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice in Attachment A to Component I – Supplier Profile. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Suppliers.

PART 3 - ARRANGEMENT PREPARATION INSTRUCTIONS

3.1 Arrangement Preparation Instructions

Canada requires that Suppliers provide the arrangement in hard copy and as an electronic submission as identified in the Arrangement Submission Grid below. Specifically, Suppliers must provide the following sections:

Section I

Technical Arrangement: To the PWGSC Bid Receiving Unit, one Print copy and one soft copy on USB or CD of the Technical Arrangement as detailed in Attachment B, except where identified in the Arrangement Submission Grid (below) as being required to be submitted through the Data Collection Component (DCC) of the Supplier's Module of the CPSS.

Section II

Certifications: For the Certifications as detailed in Component I, Part 5 and Attachment C, a Print copy of the Certification or submission through the DCC, as specified in the Arrangement Submission Grid (below).

Where information is required to be submitted in both Print (hard) copy and via the DCC and if there is a discrepancy between the information received via the DCC and the Print copy, the Print copy will take precedence.

3.1.1 Format Instructions

Canada requests that Suppliers follow the format instructions described below in the preparation of the arrangement.

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper or 8.5 x 14 inch (216mm x 356 mm) paper;
- (b) use a numbering system that corresponds to that of the Request for Supply Arrangements.

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, Suppliers are encouraged to:

- 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.

3.1.2 Data Collection Component of the Supplier's Module of the CPSS

Suppliers must submit their technical arrangements and certifications, as specified in this Part 3, through the Data Collection Component of the Supplier's Module of CPSS.

To access the Data Collection Component:

1. Access the following CPSS link: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/spc-cps-eng.html>
2. Enroll or login to the system. Suppliers must contact CPSS directly for enrollment questions or assistance.
3. Access this solicitation's Data Collection Component through the "Dashboard".
4. Enter all the required data into the Data Collection Component.
5. Print the required parts of the Data Collection Component and submit with the hard copy of the arrangement by the closing date, time, and location indicated on page 1 of this solicitation. The Data Collection Component allows Suppliers to re-submit the electronic copy of the arrangement, replacing that Supplier's previous electronic copy of the arrangement up until the closing date and time of this RFSA.

3.1.3 Arrangement Submission Grid

The purpose of the following grid is to assist Suppliers with their arrangement preparation and arrangement submission. As the status and circumstances of each Supplier is unique, it is the responsibility of each Supplier to read all documents related to this RFSA, and to ensure that all mandatory criteria, Certifications, and elements required for arrangement validity are met in their arrangement submission. Where, in the Arrangement Submission Grid, the symbol "&" is used, it means that the Supplier must submit the information requested through both methods.

The following terms are used below:

DCC: Indicates that the Supplier must input information, as applicable, into the "Data Collection Component: Suppliers' Module of CPSS".

Print: Indicates that Supplier must print and sign the certification and submit it with the hard copy of the arrangement to the Bid Receiving Unit by the submission due date.

ADD: Indicates that additional documentation is required to be submitted with the hard copy of the arrangement to the Bid Receiving Unit by the submission due date.

ARRANGEMENT SUBMISSION GRID

Column A	Column B	Column C	Column D
	<u>New TSPS Supplier:</u>	<u>Existing TSPS Holder (whether inactive or active):</u>	<u>Existing TSPS Holder (whether inactive or active):</u>
	The Supplier is not a current TSPS Holder.	The Supplier is <u>NOT</u> changing the Technical Response already on file from the previous TSPS Solicitation.	The Supplier is applying for additional Tier(s) and/or, Stream(s), or is otherwise modifying their Technical Response already on file from the previous TSPS Solicitation.
Section I Technical Arrangement			
Region & Metropolitan Area selection	DCC	no action required	DCC
Mandatory M.1 – all streams	DCC & ADD	no action required	no action required
Mandatory M.2 – all streams	DCC & ADD	no action required	DCC & ADD
Section II Certifications			
Bidder's Statement	DCC & Print (Attachment C)	no action required	DCC & Print (Attachment C)
Grandfather Certification	N/A	no action required	no action required
FCP EE Certification	DCC	no action required	DCC
Work Force Reduction Program Certification	DCC	no action required	DCC
Former Public Servant Certification	DCC	no action required	DCC
Aboriginal Business Certification	DCC & Print	no action required	DCC
Integrity Provisions – Associated information	DCC	no action required	DCC
Current Security Clearance and current Document Safeguarding Clearance	DCC	no action required	DCC
Request for Security Sponsorship	DCC	no action required	DCC

Section I: Technical Arrangement

Suppliers must identify in their arrangement the Stream(s), Regions, Metropolitan area(s) and Tier(s) for which they wish to be considered.

This RFSA will issue arrangements based upon an evaluation that does not assess the personnel that may be provided by the Supplier after the issuance of a Supply Arrangement. As it does not require the submission of individual resources, resumes are not requested and should not be submitted with a Supplier's arrangement.

Section II: Certifications

Suppliers should submit the certifications required under Part 5.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

- (a) Arrangements will be assessed in accordance with the entire requirement of the Request for Supply Arrangements including the technical criteria. There are several steps in the evaluation methodology, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Supplier has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.
- (b) An evaluation team composed of representatives of Canada will evaluate the arrangements. Canada may hire any independent consultant or any Government resources which it deems necessary to evaluate any Arrangement. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.

4.1.1 Technical Evaluation

The technical evaluation criteria for the provision of the Services under the Supply Arrangement are included in Attachment B Supply Arrangement Technical Evaluation Criteria.

4.2 Basis of Selection

All elements of the RFSA that are mandatory requirements are identified specifically with the words “must” or “mandatory”. Arrangements that do not comply with each and every mandatory requirement applicable to the arrangement will be considered non-responsive. The evaluation steps are as follows:

(a) Step 1 – Technical Evaluation:

PWGSC will verify that an Arrangement includes all applicable certifications and other documentation requested under the solicitation and that such information is complete. Each Arrangement will be reviewed to determine if it meets the mandatory requirements of Attachment B - Supply Arrangement Technical Evaluation Criteria.

An arrangement must comply with the requirements of the RFSA and meet all mandatory requirements of Attachment B to be declared responsive to the requirement for a Supply Arrangement. Arrangements that do not meet the mandatory requirements will be considered non-responsive and will be given no further consideration. Suppliers who meet the Mandatory Criteria of Tier 2 will be considered to have met the Mandatory Criteria of Tier 1 if they have indicated in the DCC whether they wish to provide for both tiers.

(b) Step 2 – Supplier Selection and issuance of Supply Arrangements:

The Supplier Selection will be conducted per Tier, region, metropolitan area and Stream.

Each technically responsive arrangement will be recommended for the issuance of a Supply Arrangement on the terms stated in Component II.

Where an Aboriginal Supplier qualifies for both an Aboriginal and non-Aboriginal Supply Arrangement, only one Supply Arrangement will be awarded.

PART 5 - CERTIFICATIONS

Suppliers must provide the required certifications to be issued a Supply Arrangement (SA). Canada will declare an arrangement non-responsive if the required certifications are not completed and submitted as requested.

Compliance with the certifications Suppliers provide to Canada is subject to verification by Canada during the evaluation period before issuance of a SA and after such issuance. The Supply Arrangement Authority will have the right to ask for additional information to verify Suppliers' compliance with the certifications before such issuance. The arrangement will be declared non-responsive if any certification made by the Supplier is untrue, whether made knowingly or unknowingly. Failure to comply with the certifications or to comply with the request of the Supply Arrangement Authority for additional information will also render the arrangement non-responsive.

Joint Venture (JV):

Except where expressly provided otherwise, any certifications required to be made by the Supplier must be made by the representative on behalf of the JV.

5.1 Certifications Precedent to Issuance of a Supply Arrangement

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

(i) Supplier's Statement (All Suppliers) - see Attachment C of this solicitation.

5.1.1 Integrity Provisions - Associated Information

By submitting an arrangement, the Supplier certifies that the Supplier and its Affiliates are in compliance with the provisions as stated in Section 01 Integrity Provisions - Arrangement of Standard Instructions 2008. The associated information required within the Integrity Provisions will assist Canada in confirming that the certifications are true.

5.1.2 Aboriginal Business Certification

Suppliers seeking to qualify for an Aboriginal Supply Arrangement must complete the certification in the Data Collection Component of CPSS. Suppliers must also complete the required information in the certification below and should include it in their arrangements. Suppliers may also satisfy the requirement by reproducing the documents in another way, provided the wording of the document is not changed.

<p style="text-align: center;">ABORIGINAL BUSINESS CERTIFICATION (MANDATORY FOR SUPPLIERS SEEKING QUALIFICATION FOR ABORIGINAL SA)</p> <p>PLEASE COMPLETE THE STATEMENT BELOW</p> <p>I, _____ (<i>Insert Name of duly authorized representative of business</i>), want to be considered as an Aboriginal Supplier. []</p>

PLEASE COMPLETE THE INFORMATION REQUIRED BELOW

- (a) I, _____ (*Insert Name of duly authorized representative of business*) hereby certify that _____ (*Insert name of Supplier*) meets, and will continue to meet throughout the duration of the Aboriginal Supply Arrangement, the requirements described in "Requirements for the Set-aside Program for Aboriginal Business" detailed in [Annex 9.4](#) of the Supply Manual.
- (b) The aforementioned business agrees that any subcontractor it engages with respect to any contract awarded under any resulting Aboriginal Supply Arrangement will satisfy the requirements described in "Requirements for the Set-aside Program for Aboriginal Business" detailed in [Annex 9.4](#) of the Supply Manual.
- (c) The aforementioned business agrees to provide to Canada, immediately upon request, evidence supporting any subcontractor's compliance with the requirements described in "Requirements for the Set-aside Program for Aboriginal Business" detailed in [Annex 9.4](#) of the Supply Manual.

PLEASE CHECK THE APPLICABLE BOXES BELOW

<input type="checkbox"/>	The aforementioned business is an Aboriginal business which is a sole proprietorship, band, limited company, co-operative, partnership or not-for-profit organization.
or	
<input type="checkbox"/>	The aforementioned business is a joint venture between two or more Aboriginal businesses or an Aboriginal business and a non-Aboriginal business
<input type="checkbox"/>	The Aboriginal business or businesses have fewer than six full-time employees.
or	
<input type="checkbox"/>	The Aboriginal business or businesses have six or more full-time employees.

The aforementioned business must, upon request by Canada, provide all information and evidence supporting this certification. The Supplier must ensure that this evidence will be available for audit during normal business hours by a representative of Canada, who may make copies and take extracts from the evidence. The Supplier must provide all reasonably required facilities for any audits.

By submitting an arrangement, the Supplier certifies that the information submitted by the Supplier in response to the above requirements is accurate and complete.

Name of duly authorized representative of business:

Signature:

Date:

COMPONENT II: SUPPLY ARRANGEMENT AND RESULTING CONTRACT CLAUSES

PART 6A- SUPPLY ARRANGEMENT

6.1 Arrangement

The Supply Arrangement includes only those Services described in the “Requirement for Services” at Annex A, which are also identified as Annex E Qualified Streams.

6.2 Security Requirement

The Supply Arrangement Authority may verify the Supplier’s security clearance with the Canadian Industrial Security Directorate (CISD), PWGSC at any time during the life of the Supply Arrangement.

SECURITY REQUIREMENT FOR CANADIAN SUPPLIER:

1. The Contractor/Supplier must, at all times during the performance of the Contract/ 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/Supplier 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/Supplier MUST NOT remove any PROTECTED information or assets from the identified work site(s), and the Contractor/Supplier 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/Supplier must comply with the provisions of the:
 - a. Security Requirements Check List and security guide (if applicable), available on the CPSS website at: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/31-eng.html>;
 - b. *Industrial Security Manual* (Latest Edition).
6. The requirements to be procured under this Supply Arrangement are subject to the requirements in the Security Requirement Check Lists (SRCL's) identified in each individual bid solicitation. Samples of possible SRCL's are accessible through the link <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/31-eng.html> , but other SRCL's may be used. Each bid solicitation will identify the SRCL that will apply to any resulting contract.
7. In the case of a joint venture, for any given resulting contract the highest level of corporate security attainable through CISD of PWGSC is the lowest level held by any single member of the joint venture. For example, a joint venture with five (5) members is comprised of four (4) members holding a valid Facility Security Clearance (FSC) at the Secret level and one member holding a valid Designated Organizational Screening (DOS). The highest corporate security level for which the joint venture would be considered under a bid solicitation under this Supply Arrangement would be DOS, until such time as the member holding a valid DOS clearance has requested sponsorship via the Supply Arrangement Authority and obtained a valid FSC at the Secret level as issued by CISD.

SECURITY REQUIREMENT FOR THE UNITED STATES OF AMERICA SUPPLIER:

1. The Foreign recipient Offeror shall, at all times during the performance of Supply Arrangement, hold a valid Facility Security Clearance, issued by the NSA/DSA of **the UNITED STATES of AMERICA**, at the equivalent level of CONFIDENTIAL, in accordance with the National Policies of **the UNITED STATES of AMERICA**. All CANADA PROTECTED information / assets accessed by the Foreign recipient Offeror shall NOT be safeguarded at the Foreign recipient's sites.
2. CANADA PROTECTED information/assets shall be released only to Foreign recipient Offeror personnel, who have a need-to-know for the performance of the Supply Arrangement and who have a **Personnel Security Clearance** at the level of CONFIDENTIAL, granted by their respective NSA/DSA, in accordance with the National Policies of **the UNITED STATES of AMERICA**.
3. CANADA PROTECTED information/assets provided or generated pursuant to this Supply Arrangement shall not be further provided to a third party Foreign recipient Subcontractor unless:
 - a. written assurance is obtained from the third-party Foreign recipient's NSA/DSA to the effect that the third-party Foreign recipient Subcontractor has been approved for access to CANADA PROTECTED information by the third-party Foreign recipient's NSA/DSA; and
 - b. written consent is obtained from the NSA/DSA of **the UNITED STATES of AMERICA**, if the third-party Foreign recipient Subcontractor is located in a third country.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of their respective NSA/DSA, in accordance with the National Policies of **the UNITED STATES of AMERICA**.
5. The Foreign recipient Offeror shall not disclose the CANADA PROTECTED information to a third party government, person, firm, or representative thereof, without the prior written consent of the Government of Canada. Such consent shall be sought through the recipient's National Security Authority/Designated Security Authority (NSA/DSA). The Canadian DSA is the Director, International Industrial Security Directorate (IISD), Public Works and Government Services Canada (PWGSC).
6. The Foreign recipient Offeror shall not use the CANADA PROTECTED information/assets for any purpose other than for the performance of the Supply Arrangement without the prior written approval of the Government of Canada. This approval must be obtained by contacting the Canadian DSA.
7. The Foreign recipient Offeror visiting Canadian Government or industrial facilities, under this contract, will submit a Request for Visit form to Canada DSA, through their respective NSA/DSA.
8. The Foreign recipient Offeror shall immediately report to its respective NSA/DSA all cases in which it is known or there is reason to suspect that CANADA PROTECTED information/assets furnished to or generated by the Foreign recipient Offeror, pursuant this Supply Arrangement, have been lost or disclosed to unauthorized persons.
9. The Foreign recipient Offeror shall comply with the provisions of the Bilateral Industrial Security Memorandum of Understanding between **the UNITED STATES of AMERICA** and Canada, in relation to equivalencies.

10. The Foreign recipient Offeror must comply with the provisions of the Security Requirements Check List available on the CPSS website at: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/31-eng.html>
11. The FOREIGN recipient Offeror must use the below table of equivalency in conjunction with the above paragraphs, in accordance with the National Policies of **the UNITED STATES of AMERICA** and in accordance with the provisions of the Bilateral Industrial Security Memorandum of Understanding between **the UNITED STATES of AMERICA** and Canada, in relation to the equivalencies of CANADA PROTECTED and / or CLASSIFIED information / assets.

UNITED STATES of AMERICA & CANADA TABLE OF SECURITY CLEARANCE EQUIVALENCY	
CANADA	UNITED STATES of AMERICA
PROTECTED	CONFIDENTIAL

SECURITY REQUIREMENT FOR THE UNITED KINGDOM SUPPLIER:

1. The Foreign recipient Contractor shall, at all times during the performance of the Contract, hold a valid **Facility Security Clearance**, issued by the NSA/DSA of the **UNITED KINGDOM**, at the equivalent level of CONFIDENTIAL, in accordance with the National Policies of **the UNITED KINGDOM**. All CANADA PROTECTED information / assets accessed by the Foreign recipient Contractor shall NOT be safeguarded at the Foreign recipients sites.
2. CANADA PROTECTED information/assets shall be released only to Foreign recipient Contractor personnel, who have a need-to-know for the performance of the Contract and who have a **Personnel Security Clearance** at the level of CONFIDENTIAL, and/or as prescribed in Appendix A of these clauses, when accessing CANADIAN PROTECTED A information/assets, as required, granted by their respective NSA/DSA, in accordance with the National Policies of the UNITED KINGDOM.
3. CANADA PROTECTED information/assets provided or generated pursuant to this Contract shall not be further provided to a third party Foreign recipient Subcontractor unless:
 - a. written assurance is obtained from the third-party Foreign recipient's NSA/DSA to the effect that the third-party Foreign recipient Subcontractor has been approved for access to CANADA PROTECTED information by the third-party Foreign recipient's NSA/DSA; and
 - b. written consent is obtained from the NSA/DSA of **the UNITED KINGDOM**, if the third-party Foreign recipient Subcontractor is located in a third country.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of their respective NSA/DSA, in accordance with the National Policies of **the UNITED KINGDOM**.
5. The Foreign recipient Contractor shall not disclose the CANADA PROTECTED information to a third party government, person, firm, or representative thereof, without the prior written consent of the Government of Canada. Such consent shall be sought through the recipient's National Security Authority/Designated Security Authority (NSA/DSA). The Canadian DSA is the Director International Industrial Security Directorate (IISD), Public Works and Government Services Canada (PWGSC).
6. The Foreign recipient Contractor shall not use the CANADA PROTECTED information/assets for any purpose other than for the performance of the Contract without the prior written approval of the Government of Canada. This approval must be obtained by contacting the Canadian DSA.

7. The Foreign recipient Contractor visiting Canadian Government or industrial facilities, under this contract, will submit a Request for Visit form to Canada DSA, through their respective NSA/DSA. In the cases of the UNITED KINGDOM, the Foreign recipient Contractor are required to submit Request for Visits (RFV's) to **UNITED KINGDOM** International Visits Control Office(IVCO).
8. The Foreign recipient Contractor shall immediately report to its respective NSA/DSA all cases in which it is known or there is reason to suspect that CANADA PROTECTED information/assets furnished to or generated by the Foreign recipient Contractor, pursuant this Contract, have been lost or disclosed to unauthorized persons.
9. The Foreign recipient Contractor shall contact their respective NSA/DSA in order to comply with the provisions of the Bilateral Industrial Security Memorandum of Understanding between **the UNITED KINGDOM** and Canada, in relation to equivalencies.
10. The Foreign recipient Contractor must comply with the provisions of the Security Requirements Check List available on the CPSS website at: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/31-eng.html>.
11. The FOREIGN recipient Contractor must use the below table of equivalency in conjunction with the above paragraphs, in accordance with the National Policies of the UNITED KINGDOM, and in accordance with the provisions of the Bilateral Industrial Security Memorandum of Understanding between the UNITED KINGDOM and Canada, in relation to the equivalencies of CANADA PROTECTED information/ assets.

TABLE OF SECURITY CLEARANCE EQUIVALENCY – CANADA & UK	
CANADA	THE UNITED KINGDOM
PROTECTED A	RESTRICTED See applicable Appendix for details regarding additional security requirements when accessing / for the treatment of CANADA PROTECTED A information/ assets.
PROTECTED B	No Official equivalent in the UK. To be treated AS A MINIMUM OF UK CONFIDENTIAL.

APPENDIX A:

The Foreign recipient Contractor shall also insert this Appendix A into all subcontracts into which it enters that involve access to CANADA PROTECTED A information / assets.

PERSONNEL SECURITY CLEARANCES – when accessing CANADA PROTECTED A information ONLY:

1. The Foreign recipient Contractor shall not grant access to CANADA PROTECTED A information unless its personnel are subject to the below conditions, as a minimum; or have been granted a Personnel Security Clearance at the Confidential level or higher:

- (a) personnel have a valid Baseline Personnel Security Screening (BPSS); and
 - (b) personnel have been granted a Criminal Records check by Disclosure Scotland – at the Basic Disclosure level. It is understood that in order to process a BPSS and Criminal Records Check , the following requirements must include:
 - i. BPSS will include confirmation of Identity, Citizenship/Immigration Status, Employment History and a Criminal Records check;
 - ii. for employees unable to provide three years of verifiable history in the UK, an Overseas Check and an Overseas Criminal Records check shall be required;
2. The Foreign subcontractor shall ensure that its personnel provide consent to share results of the BPSS and the Criminal Records check, with the Canadian DSA if requested; and
3. The Foreign subcontractor shall supply, upon request only, an authenticated true copy of the BPSS and Criminal Records check to the Canadian DSA.

6.3 Standard Clauses and Conditions

All clauses and conditions identified in the Supply Arrangement and resulting contract(s) 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.

6.3.1 General Conditions

2020 (2015-07-03) General Conditions - Supply Arrangement - Goods or Services, apply to and form part of the Supply Arrangement.

6.3.2 Supply Arrangement Reporting

The Supplier must provide a Quarterly Usage Report (QUR) to the Supply Arrangement Authority on a quarterly basis. These submissions must be made by completing and forwarding an electronic copy of the QUR (in Excel format) to the Supply Arrangement Authority at to the following email address: SPTS.TSPS@tpsgc-pwgsc.gc.ca

Each QUR must be submitted using the electronic template entitled "<Supplier Name> Quarterly Usage Report" (see Annex C for a sample QUR) and must include a list of all Contracts issued to it under each Supply Arrangement, including the Stream(s), Client department and contact name, Contract number, start and end dates, number of days billed, all-inclusive firm per diem rate and dollar value (both including and excluding applicable taxes).

The reports must be submitted to the SA Authority according to the following schedule:

Quarter	Period to be covered	Due on or before
1st	April 1 to June 30	July 15th
2nd	July 1 to September 30	October 15th
3rd	October 1 to December 31	January 15th
4th	January 1 to March 31	April 15th

If a Supplier does not receive any Contracts during the period, the Supplier must confirm this by submitting a NIL QUR report. Simply responding NIL by e-mail will not suffice; a copy of the QUR must be opened, completed and submitted. The Supplier understands that failure to comply may result in the suspension of the Supply Arrangement.

PWGSC reserves the right to suspend the Supplier’s Supply Arrangement without notice, if reports are not submitted on time or are inaccurate or incomplete.

6.4 Term of Supply Arrangement

6.4.1 Period of the Supply Arrangement

The period of the Supply Arrangement begins on the date of award and ends December 31, 2016.

6.4.2 Request for Supply Arrangement (RFSA) Solicitations

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TSPS Schedule			
	Estimated Posting Date	Estimated Closing Date	Estimated Award Date
Refresh Period 1	July 16, 2016	September 30, 2015	December 15, 2015
Refresh Period 2	October 1, 2015	December 31, 2015	March 15, 2016
Refresh Period 3	January 1, 2016	March 31, 2016	Jun 15, 2016
Annual Renewal	June 15, 2016	August 31, 2016	December 31, 2016

A Supplier may choose to submit an arrangement in accordance with the above schedule containing an entirely new arrangement, or may propose to modify its arrangement by adding or removing Streams. This schedule may require a revision due to operational requirements, in which case Suppliers will be advised. Participation in the refresh solicitations is entirely optional and not required to maintain any TSPS arrangement.

It is important to note that Suppliers will not be eligible to submit an arrangement at each refresh period. For example, if a Supplier submits an arrangement at Refresh Period 1, the Supplier will not be eligible to submit an arrangement at Refresh Period 2 as their profile will be disabled in the Data Collection Component while the arrangement is under evaluation. This will in no way impact the search results for an existing Supplier’s current arrangement.

However, all arrangements whether issued during a refresh solicitation period or as the result of an arrangement submitted on the closing date of an annual renewal solicitation will be replaced when a

renewal solicitation occurs. Therefore, all Suppliers must submit an arrangement before the closing date of a renewal solicitation in order to continue to provide services under its resulting Supply Arrangement.

6.5 Authorities

6.5.1 Supply Arrangement Authority

The Supply Arrangement Authority is:

Danielle Gudbranson
Supply Team Leader
Public Works and Government Services Canada
Acquisitions Branch
Professional Services Procurement Directorate
Portage III 11C1
11 Laurier Street
Gatineau, Quebec
K1A 0S5
Telephone: 819-934-0200
Facsimile: 819-997-2229
E-mail address: SPTS.TSPS@tpsgc-pwgsc.gc.ca

The Supply Arrangement Authority is responsible for the issuance of the Supply Arrangement, its administration and its revision, if applicable. Upon the issuance of a bid solicitation under the Supply Arrangement, that solicitation's Contracting Authority is responsible for any contractual issues relating to the contract solicited. Any changes to the Supply Arrangement must be authorized in writing by the Supply Arrangement Authority.

6.5.2 Supplier's Representative

This individual is the central point of contact within the Supplier for all matters pertaining to this Supply Arrangement. The Supplier confirms that this individual has the authority to bind the Supplier. It is the Supplier's sole responsibility to ensure that the information related to the Supplier Representative is correct. If a replacement or a new Supplier Representative is required, the Supplier will;

- (i) inform CPSS by e-mail at sspc.cpss@tpsgc-pwgsc.gc.ca , and
- (ii) inform the Supply Arrangement Authority by e-mail at SPTS.TSPS@tpsgc-pwgsc.gc.ca.

Name:
Title:
Telephone:
Facsimile:
Address:
Email:

[Note to Supplier: This information is as per your arrangement and is available to be viewed by Clients via the Centralized Professional Services System (CPSS) website]

The Supplier may designate another individual to represent the Supplier for administrative and technical purposes under any contract resulting from this Supply Arrangement

6.6 Identified Users

The Identified Users (also called Clients) include any government department, agency or Crown Corporation listed in Schedules I, I.1, II, III, IV, and V of the *Financial Administration Act*, R.S., 1985, c. F-11 and any other party for which the Department of Public Works and Government Services has been authorized to act from time to time under section 16 of the *Department of Public Works and Government Services Act*.

Canada may, at any time, withdraw authority from any of the Identified Users to use the Supply Arrangement.

6.7 On-Going Opportunity for Qualification

A Request for Supply Arrangements Refresh will be issued in accordance with the process described at Article 1.2 and Article 6.4.2 above to allow new Suppliers to become qualified. Existing qualified Suppliers, who have been issued a supply arrangement, will not be required to submit a new arrangement.

6.8 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 the Supply Arrangement;
- (b) the general conditions 2020 (2015-07-03), General Conditions - Supply Arrangement - Goods or Services
- (c) Annex E – Qualified Streams ;
- (d) Annex A – Requirement for Services;
- (e) Annex B – TSPS Generic Security Requirements Checklists (SCRLs);
- (f) Annex C – Quarterly Usage Report Sample
- (g) Annex D – Client Satisfaction Form;
- (h) Annex F – Insurance Requirements; and
- (i) the Supplier's arrangement dated _____ (“as clarified on _____” or “as amended _____”).

6.9 Certifications

6.9.1 Compliance

The continuous compliance with the certifications provided by the Supplier in its arrangement and the ongoing cooperation in providing associated information are conditions of issuance of the Supply Arrangement (SA). Certifications are subject to verification by Canada during the entire period of the SA and of any resulting contract that would continue beyond the period of the SA. If the Supplier does not comply with any certification, fails to provide the associated information, or if it is determined that any certification made by the Supplier in the arrangement is untrue, whether made knowingly or unknowingly, Canada has the right to terminate any resulting contract for default and suspend or cancel the Supply Arrangement.

6.10 Applicable Laws

The Supply Arrangement (SA) and any contract resulting from the SA must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario, Canada unless otherwise stipulated in the Supplier’s arrangement or resulting contract.

6.11 Suspension or Cancellation by Canada

In addition to the circumstances identified in 2020 09, Canada may, by sending written notice to the Supplier, suspend or cancel the Supply Arrangement where the Supplier has made public any information that conflicts with the terms, conditions, pricing or availability of systems identified in this Supply Arrangement, or where the Supplier is in default in carrying out any of its obligations under this Supply Arrangement.

6.12 Aboriginal Business Certification (if applicable)

6.12.1 Where an Aboriginal Business Certification has been provided, the Supplier warrants that its certification of compliance is accurate and complete and in accordance with the "Requirements for the Set-aside Program for Aboriginal Business" detailed in Annex 9.4 of the Supply Manual.

6.12.2 If such a Certification has been provided, the Supplier must keep proper records and documentation relating to the accuracy of the certification provided to Canada. The Supplier must obtain the written consent of the Contracting Authority before disposing of any such records documentation supporting the accuracy of the certification until the expiration of six (6) years after final payment in a contract made under the Supply Arrangement, or until settlement of all outstanding claims and disputes, resulting from a dispute in a contract made under the Supply Arrangement, whichever is later. All such records and documentation must at all times during the retention period be open to audit, inspection and examination by representatives of Canada, who may make copies and take extracts. The Supplier must provide all facilities for such audits.

6.12.3 Nothing in this clause must be interpreted as limiting the rights and remedies, which Canada may otherwise have pursuant to the Contract made under the Supply Arrangement.

6.13 Delivery Requirements Outside CLCSAs

The resulting Supply Arrangement is not to be used for deliveries within a Comprehensive Land Claims Settlement Area (CLCSA). All requirements for delivery within a CLCSA are to be submitted to the Department of Public Works and Government Services for individual processing.

6.14 Environmental Considerations

As part of Canada's policy directing federal departments and agencies to take the necessary steps to acquire products and services that have a lower impact on the environment than those traditionally acquired, Suppliers should:

Paper consumption:

- Provide and transmit draft reports, final reports and bids in electronic format. Should printed material be required, double sided printing in black and white format is the default unless otherwise specified by the Project Authority.
- Printed material is requested on minimum recycled content of 30% and/or certified as originating from a sustainably managed forest.
- Recycle unneeded printed documents (in accordance with Security Requirements).

Travel requirements:

- Project Authority is encouraged to use video and/or teleconferencing where possible to cut down unnecessary travel.
- Use of Properties with Environmental Ratings: Contractors to the Government of Canada may access the PWGSC Accommodation directory, which includes Eco-Rated properties. When searching for accommodation, contractors can go to the following link and search for properties with Environmental Ratings, identified by Green Keys or Green Leafs that will honour the pricing for contractors: <http://rehelv-acrd.tpsgc-pwgsc.gc.ca/rechercher-search-eng.aspx>
- Use of public/green transit where feasible.

6.15 Insurance requirement

For Contracts issued under a SA including Tier 1 only:

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

For Contracts issued under a SA including Tier 2:

The Contractor must comply with the insurance requirements specified in Annex F. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. Coverage must be placed with an Insurer licensed to carry out business in Canada. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

6.16 Travel and Living

The Travel and Living expenses are calculated differently between the Regions and Metropolitan areas and this may affect the total cost of a Professional Services Supply Arrangement requirement. Accordingly, if any contract resulting from a solicitation let under this supply arrangement permits payment to a Contractor in its basis of payment for Travel and Living expenses, such expense will only be reimbursed in accordance with the information provided at the following CPSS link: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/rsama-satli-eng.html>.

6.17 Regions and Metropolitan Areas

The document titled “Definitions of the National Zone, Regions and Metropolitan Areas” at the following link are incorporated by reference into this supply arrangement, with the exception that for the purposes of this supply arrangement, the National Zone is to be considered as another Region: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/dznrrm-dnzmra-eng.html>

The following Regions and Metropolitan areas may receive Services under this supply arrangement where a Supplier is qualified to do so:

Regions:	Metropolitan Areas:
National Zone	
Atlantic	Halifax, Moncton
Quebec	Montreal, Quebec City
Ontario	Toronto
Western	Calgary, Edmonton, Saskatoon, Winnipeg
Pacific	Vancouver, Victoria
National Capital	National Capital Region

PART 6B. BID SOLICITATION

6.1 Bid Solicitation Documents

Canada will use the following bid solicitation template based on the estimated dollar value and complexity of the requirement:

- High Complexity (HC) for more complex requirements

A model RFP and resulting contract clauses document will be created and available for use for Identified Users.

The bid solicitation will contain as a minimum the following:

- a) security requirements (*if applicable*);
- b) a complete description of the Work to be performed;
- c) 2003, Standard Instructions - Goods or Services - Competitive Requirements; *OR* 2004, Standard Instructions - Goods or Services - Non-competitive Requirements;
- d) bid preparation instructions;
- e) instructions for the submission of bids (address for submission of bids, bid closing date and time);
- f) evaluation procedures and basis of selection;
- g) financial capability (*if applicable*);
- h) certifications; and
- i) conditions of the resulting contract.

6.2 Bid Solicitation Process

6.2.1 General:

Bids will be solicited for specific requirements within the scope of the SA from qualified Suppliers who have been issued a SA.

A bid solicitation will be posted on the Government Electronic Tendering Service (GETS) (or as applicable with a GoC web-based electronic procurement tool) or will be e-mailed directly to Supplier, depending on the selection methodology selected.

If Suppliers have been invited on a particular solicitation by e-mail, then a notice of proposed procurement (NPP) will be posted on GETS to inform Suppliers there is a solicitation opportunity available. For additional information, please refer to Article 6.2.3 below.

Canada may consolidate requirements across Clients and award Contracts on a periodic basis to receive best or better pricing.

6.2.2 Identification of Contract Authorities:

Provided a Client has the legal authority to contract, it may choose to award contracts under this SA in accordance with the Tier 1 or Tier 2 Contract Limitations described below. All contracts for Clients

without authority to contract under Tier 1 or Tier 2 will be managed by PWGSC. The Supplier agrees only to perform individual contracts made by an authorized representative of Canada pursuant to this SA that do not exceed the applicable Contract Authority value limitations.

6.2.3 Tier 1 Requirement Limitations:

Clients may award contracts to Suppliers qualified in the applicable Stream(s) only in accordance with the following:

- (i) Requirement Valued below \$25,000 (applicable taxes included):** Clients may direct a contract to an eligible Supplier in accordance with the Government Contracts Regulations.
- (ii) Requirement Valued at or below NAFTA Threshold (applicable taxes included):** Clients may issue a contract using this SA to a Supplier satisfying the requirement particulars as set out in a bid solicitation in accordance with the following: a minimum of two Suppliers must be invited to submit a proposal via e-mail, with the Client (Identified User):
 - (a) selecting by name two Suppliers from the CPSS Client Module; or
 - (b) selecting by name one Supplier from the CPSS Client Module with the second Supplier randomly selected by the CPSS Client Module; or
 - (c) not selecting any Supplier by name in which case, the CPSS Client Module will randomly select two Suppliers.
- (i) Requirement Valued Above NAFTA Threshold (applicable taxes included):** Identified Users may issue a contract to a Supplier satisfying the requirement particulars as set out in the bid solicitation in accordance with the following:
 - (a) selecting by name ten Supplier from the CPSS Client Module, with the following five randomly selected by the CPSS Client Module, or
 - (b) selecting more than ten Supplier from the Client Module, in which case five additional Supplier will be randomly selected by the CPSS Client Module, or
 - (c) selecting less than ten Supplier from the Client Module, in which case the CPSS Client Module will randomly select a number of Supplier that, in addition to the Supplier selected by the Client, will total fifteen; and
 - (d) publishing a Notice of Proposed Procurement (NPP) (<https://buyandsell.gc.ca/policy-and-guidelines/supply-manual/section/4/75/15>) to GETS in which the client identifies those invited Suppliers as per (a) through (c) above; and
 - (e) **the Identified User must then invite the 15 chosen suppliers to submit a proposal via e-mail.**

Note: If the number of Supplier that meet the requirement is less than fifteen, all Supplier will be automatically selected.

Note: If the number of Suppliers that meet the requirement is less than fifteen, all Suppliers will be automatically selected.

(iii) No Limit to Invitation Process:

Once the minimum of Suppliers has been selected as per (ii) or (iii) above, at any time during the course of the procurement process the Client may choose to invite additional Suppliers using the CPSS Client Module. There is no limit to the maximum number of Suppliers that may be invited to submit a proposal under Tier 1; however, excepting the circumstances of 6.2.5 below, Suppliers may not submit a proposal in response to a solicitation unless they have been invited to do so. However, should an uninvited SA Holder wish to be invited, it may contact the

Contracting Authority to request an invitation at any time prior to five days before the published bid closing date, and an invitation will be made to that SA Holder unless it would not be consistent with the efficient operation of the procurement system. In no circumstance will such an invitation require Canada to extend a bid closing date. Where additional invitations are made during the solicitation process, they may not be reflected in a bid solicitation amendment.

(iv) Minimum Period to submit proposal:

At a minimum, each Tier 1 bid solicitation issued will provide Suppliers with the following minimum number of calendar days to submit their proposal, which time may be extended based upon a requirement's complexity:

- (a) Requirements less than or equal to the NAFTA threshold = five calendar days
- (b) Requirements greater than the NAFTA threshold up to and including \$2M = fifteen calendar days

PWGSC reserves the right to decrease the minimum bidding period for specific requirements.

6.2.4 Tier 2 Requirements:

Tier 2 requirements will be managed in accordance with the following:

- (i) **Tier 2 Invitation of Suppliers:** Canada will invite through GETS all qualified Tier 2 Suppliers to submit a proposal in response to a bid solicitation.
- (ii) **Minimum Period to Submit Proposal:** At a minimum, each Tier 2 bid solicitation will provide qualified Suppliers with twenty calendar days to submit their proposal, which may be extended based on a requirement's complexity.
- (iii) **Stream Not Offered Under Tier 1:** For Tier 1 requirements where no Supply Arrangement for a specific Stream exists, where a Tier 2 SA exists for that Stream, PWGSC may act as the Contracting Authority and invite qualified Tier 2 Suppliers to submit a proposal in accordance with the processes stated in 6.2.3 above.

PWGSC reserves the right to decrease the minimum bidding period for specific requirements.

6.2.5 All Invited to Bid:

For a requirement in either Tier, all Suppliers qualified in each relevant Stream, Region and Metropolitan Area will be invited by e-mail or GETS to bid where any Supplier has been provided with a request for information in respect of services that in whole or in part appear in the requirement to be solicited under this SA.

6.2.6 Disclosing of incumbent information

By submitting a bid, the Bidder agrees that during a solicitation under this Supply Arrangement, if the Bidder has performed services for Canada under any current or past TSPS instrument, Canada may disclose such fact (including the previous contract value and date of issuance) during any such solicitation for replacement or follow-on services.

6C. RESULTING CONTRACT CLAUSES

6.1 General

The conditions of any contract awarded under the Supply Arrangement will be in accordance with the resulting contract clauses of the template used for the bid solicitation.

For any contract to be awarded using the template:

HC (for high complexity requirements), general conditions 2035 General conditions – Services. (The above template is 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.

A model RFP and resulting contract clauses document will be created and available for use for Identified Users.

Attachment A
Supplier Profile/Centralized Professional Services System (CPSS) Supplier Module - Enrollment

Suppliers are required to submit a portion of their technical bid through the Open Solicitations on the Supplier Dashboard of the PWGSC Centralized Professional Services System (CPSS) e-Portal

Therefore, all Suppliers that want to submit an arrangement will have to establish an account in the [Supplier Module](#) of the PWGSC CPSS e-Portal. To access CPSS, follow the link: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/spc-cps-eng.html>

In order to register as a supplier in the CPSS e-Portal and submit a proposal in response to the TSPS, suppliers must have a Procurement Business Number (PBN). A PBN can be obtained from the [Supplier Registration Information](#) office (<https://srisupplier.contractsCanada.gc.ca/index-eng.cfm?af=ZnVzZWZWFjdGlvbj1yZWdpc3Rlci5pbmRybyZpZD03>).

Please note that a fully signed hard copy technical proposal demonstrating the Supplier's compliance with the TSPS mandatory technical evaluation criteria is also required at the time of bid closing to the PWGSC Bid Receiving Unit as indicated on page 1 of the solicitation documents.

Attachment B
Supply Arrangement Technical Evaluation Criteria

Instructions to Suppliers:

The evaluation criteria contained in this Attachment B is divided into two sections as follows.

Section 1 – Technical Evaluation Criteria for Streams 1, 2, 3 and 5:

Stream 1: Human Resource Services;
Stream 2: Business Services / Change Management Services;
Stream 3: Project Management Services; and
Stream 5: Technical Engineering and Maintenance (TEMS)

Section 2 – Technical Evaluation Criteria for Stream 4:

Stream 4: Real Property Project Management Services.

All Suppliers must meet the mandatory requirements set out in this Attachment B by either:

1. demonstrating through the submission of proof in their arrangement that they meet the mandatory requirement, or

By submitting an arrangement, Suppliers are indicating that they consider themselves to be fully compliant in accordance with the mandatory requirements of this Attachment B, and will agree to the supply arrangement terms and conditions identified in Component II if a supply arrangement is issued to them.

Each Project Summary must be submitted using the Streams 1, 2, 3 and 5 Project Summary Template and the Stream 4 Project Summary Template provided below. Different phases of a single project must have a separate Project Summary Template in order for each of the phases to be considered as individual “projects”.

All Suppliers are advised that only listing experience (ie. copying and pasting the services from the Category descriptions detailed in Annex A SO/SA – Requirements for Services, without providing any supporting data to describe when, where and how such experience was obtained) will not be considered to be "demonstrated" for the purpose of the evaluation. All professional experience must be fully documented and substantiated in the proposal.

Suppliers must identify the Streams for each Region, Metropolitan Area and Tier that they are proposing to provide under any resulting SA.

Existing Solutions SA Holders are not required to re-qualify for any Streams for which they already have an SA although they must otherwise comply with the requirements of the renewal RFSA.

Example 1, Company ABC is an Existing SA Holder for Stream 2 and does not wish to supply more Streams. There is no action required by the Existing SA Holder.

Example 2, Company XYZ is an Existing SA Holder for Stream 2 and wishes to supply more Streams. The Existing SA Holder must comply with the mandatory criteria B1-MTS2 for the additional streams they wish to supply.

Suppliers that have indicated that they wish to provide for both Tiers, who meet the Mandatory Technical Evaluation Criteria of Tier 2 will be considered to have met the Mandatory Criteria of Tier 1.

Section 1 – Technical Evaluation Criteria for Streams 1, 2, 3 and 5

Definitions for the purposes of Section 1:

An “Outside Client” is any legal entity that is not a parent, a subsidiary or an affiliate of the Supplier, a member of a joint venture with the Supplier or any other entity that does not deal at arm’s length with the Supplier.

A "Project" is a contractual agreement between the Supplier and an Outside Client under which the Supplier has provided professional services to the Outside Client and has fulfilled all of the requirements of the project with regards to the specific Stream being examined. Different phases of a single contract may be cited in more than one Project Summary if that contract was a multi-phase Project with specific deliverables and distinct phases and if those phases associated with the concerned Stream have all been completed during the 5 years prior to the RFSA closing date.

Mandatory Technical Criteria for SOLUTIONS (MTS) for Streams 1, 2, 3 and 5			
For the purpose of the mandatory technical criteria B1-MTS2, the experience of the Supplier and its subcontractors, affiliates, subsidiaries and suppliers will be considered if the experience was obtained working on a project billed to the Supplier. (See 'Note to Suppliers' below).			
Number	TIER 1 Mandatory Technical Criterion	TIER 2 Mandatory Technical Criterion	Bid Preparation Instructions
B1-MTS1	<p>Minimum years in business:</p> <p>The Supplier must have been in business for a minimum of 3 years as of the RFSA closing date.</p>	<p>Minimum years in business:</p> <p>The Supplier must have been in business for a minimum of 3 years as of the RFSA closing date.</p>	<p>In order to demonstrate this, the Supplier must provide proof (i.e. incorporation, business registration or tax returns) in its arrangement confirming the number of years its firm has been in business.</p> <p>In case of a Joint Venture (JV), one member of the JV must meet the minimum 3-year requirement in B1-MTS1 and all other member(s) of the JV must have been in business for a minimum of 1 year as of the RFSA closing date.</p>
B1-MTS2	<p>Project Summaries Per Stream:</p> <p>The Supplier must submit 5 Project Summaries for each Stream of professional services they wish to supply.</p> <p>For project summaries to qualify, they must meet the following criteria:</p> <ol style="list-style-type: none"> The projects must have been completed during the 5 years prior to the RFSA closing date. Each project must have a minimum value of \$20,000.00 (excluding taxes and travel). The project summaries must demonstrate that the 	<p>Project Summaries Per Stream:</p> <p>The Supplier must submit 5 Project Summaries for each Stream of professional services they wish to supply.</p> <p>For project summaries to qualify, they must meet the following criteria:</p> <ol style="list-style-type: none"> The projects must have been completed during the 5 years prior to the RFSA closing date. Each project must have a minimum value of \$300,000.00 (excluding taxes and travel). The project summaries 	<p>The Streams are defined in Annex A – Requirements for Services of this RFSA.</p> <p>A maximum of 5 project summaries per Stream will be evaluated. The proposed project summaries will be evaluated in order of presentation. Proposed project summaries above the maximum will not be evaluated.</p> <p>Each Project Summary <u>must</u> be provided using the Streams 1, 2, 3 and 5 Project Summary Template below. Different phases of a single project must have a separate Project Summary Template in order for each of the phases to be</p>

	<p>Supplier has experience providing solutions-based professional services in the Stream(s) defined in Annex A – Requirements for Services for which the Supplier is submitting an arrangement.</p> <p>d) Each project must be a complete solution which includes the initiation, planning and execution of the solution and must include a work plan demonstrating the initiation, planning & execution that the Supplier undertook.</p> <p>e) The professional services component of each Project must represent at least 70% of the value of the project (not including taxes and travel).</p> <p>A Supplier may use a project summary(ies) submitted in a previous TSPS solicitation provided the criteria noted above (a through e) are met.</p>	<p>Supplier has experience providing solutions-based professional services in the Stream(s) defined in Annex A – Requirements for Services for which the Supplier is submitting an arrangement.</p> <p>d) Each project must be a complete solution which includes the initiation, planning and execution of the solution and must include a work plan demonstrating the initiation, planning & execution that the Supplier undertook.</p> <p>e) The professional services component of each Project must represent at least 70% of the value of the project (not including taxes and travel).</p> <p>A Supplier may use a project summary(ies) submitted in a previous TSPS solicitation provided the criteria noted above (a through e) are met.</p>	<p>considered as individual “projects”.</p> <p>A maximum of 5 call-ups on a same Standing Offer may be submitted to form a single Project providing the Standing Offer authorized to the Supplier includes professional services listed in Annex A - Requirements for Services of this RFSA. More than 1 project can be formed using a maximum of 5 call-ups on the same Standing Offer.</p> <p>For a Joint Venture (JV), projects completed by any JV member will be evaluated as those of the Joint Venture Supplier.</p>
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NOTE TO SUPPLIERS:

See the following examples of acceptable and non-acceptable experience for the purposes of the Mandatory Technical Criteria (MTS) above:

Scenario 1:

Company A (subcontractor) performs a part of the work and bills Company B (contractor). Company B in turn bills Company C (the outside Client) for the entire work. Can company A claim the experience? Can Company B claim the experience?

- Company A can only claim the experience for which they billed Company B for the work. Company B can also claim this experience because they billed Company C for the work.

Scenario 2:

Company X performs work on a project that's related to the work done by Company B. Both bill Company C independently of each other. Can Company X claim the experience of the entire project?

- Company X cannot claim work billed by Company B and vice versa. Company X can only claim the portion of the project completed by Company X.

Scenario 3:

Joint Venture member Z did the work but did not bill the outside client directly, Joint Venture member Y billed the outside client. Can Joint Venture member Z claim this experience?

- Both Joint Venture members can claim this experience, provided Joint Venture member Z billed Joint Venture Y.

Scenario 4:

If the Supplier is a subsidiary of a Parent Company, can the Bidder submit the Parent Company's experience?

- No, the Supplier cannot use the experience of their Parent Company. The experience submitted must be the Supplier's experience.

For the purpose of B1-MTS1 for Section 1:

If the Supplier has been incorporated or otherwise created less than 3 years as of the closing date of this RFSA, Canada will consider the 3 year minimum requirement to be met if the Supplier demonstrates to Canada's satisfaction that:

- a) it has been incorporated or otherwise created as the result of a corporate change under which it has in law assumed all of the assets, undertaking, operational capability, skills and resources of other legal entities;
- b) the corporate change was solely for tax or other purposes unrelated to the business of the other legal entities and does not affect the ability of the Supplier to carry on the business that had been carried on by the other legal entities;
- c) the Supplier has carried on the business of all of the other legal entities in the normal course, uninterrupted from and after the date of the corporate change;

- d) the Supplier, at the closing date of this RFSA, maintains the same assets, undertaking, operational capability, skills and resources as the other legal entities had maintained before the corporate change; and
- e) the period that the Supplier has been in business since it was created added to the period that the other legal entities were in business before the corporate change totals a minimum of 3 years.

In these circumstances, Canada may require from the Supplier an unqualified legal opinion from an independent law firm stating that the Supplier legal entity meets all of the above requirements. Canada reserves the right to require other detail and material to verify that the above requirements are met. If Canada is not satisfied that the above requirements have been met, the Supplier legal entity's arrangement will be considered non-responsive.

Canada reserves the right to request proof of any information provided by the Supplier. If the information cannot be validated, the Supplier's Arrangement will be considered non-responsive.

For the purpose of B1-MTS2 for Section 1:

Project Summary Template for Streams 1, 2, 3 and 5:

Project Summary # P__

<u>PROJECT DESCRIPTION</u>	
(*) – Denotes a mandatory field. All other fields should be completed.	
Brief description of the Scope and Objective of the project. (*)	
Name of the Company that provided the services (*) <i>(If the Supplier is a JV, insert the name of the JV member who provided the services or if the services were provided by the JV itself, insert the JV name.)</i>	
Project Value (*) <i>(amount invoiced by the Supplier excluding travel and taxes)</i>	
Professional Services Component Value (*) <i>(minimum 70% of the project value excluding travel and</i>	

taxes)	
Outside Client Name (*)	
Contact name	
Phone number	
Fax number	
E-mail address	
Address	
Start date (or phase of project) (*)	_____ (month/year)
End date (or phase of project) (*)	_____ (month/year) If the end date is in the same month as the closing date of the bid solicitation, please specify the day/month/year of the project end date.
<u>SOLUTION SUBSTANTIATION</u>	
All fields below must be completed.	
1. Stream: <Insert Stream name>	
Description of the Solution (*)	<Insert a paragraph demonstrating that the Supplier has experience providing solutions-based professional services as described in Annex A – Requirement for Services for the Stream identified above.>
Phases of the Solution (*)	Initiation Phase "Initiation of the solution" refers to the steps taken in order to begin the process of developing a solution. Project summaries and Work Plans should describe the actual steps that were implemented in order to begin (initiate) the project. <Insert the services provided by the Supplier that clearly demonstrate the Initiation Phase of the Solution.>
	Planning Phase "Planning of the solution" refers to the process and methodology used to organize (and indentify) the project objectives and develop a

	<p>strategy to achieve the objectives. Project summaries and Work Plans should describe the actual procedures used to plan the solution.</p> <p><i><Insert the services provided by the Supplier that clearly demonstrate the Planning Phase of the Solution.></i></p>
	<p>Execution Phase</p> <p>"Execution of the solution" refers to the actual process involved in the technical execution of the solution. Project summaries and Work Plans should describe the actual steps that were implemented and the resulting deliverables or outcome from the execution of the solution.</p> <p><i><Insert the services provided by the Supplier that clearly demonstrate the Execution Phase of the Solution.></i></p>
<p>Work Plan (*)</p>	<p><i><Insert the Work Plan here or as an attachment to the Project Summary. If inserted as an attachment, please provide the page number where the Work Plan can be found.></i></p>

Section 2 – Technical Evaluation Criteria for Stream 4:

Definitions for the purposes of Section 2:

An “Outside Client” is any legal entity that is not a parent, a subsidiary or an affiliate of the Supplier, a member of a joint venture with the Supplier or any other entity that does not deal at arm’s length with the Supplier.

A "Real Property Project" is a project involving strategic analysis, planning, acquisition, management, construction, renovation or disposal of real property. Real Property is land and buildings (including leases).

The “Value of a Real Property Project” is the actual or anticipated amount to be spent (received) on land and buildings upon the completion of the Real Property Project.

Note to Suppliers: the definition of Real Property Services (formerly known Professional Services Component) has not changed.

The “Real Property Services” of a Real Property Project is a contractual agreement between the Supplier and an Outside Client under which the Supplier has provided Professional Services to the Outside Client and has fulfilled all of the Professional Services requirements with regards to the specific Stream 4 services being examined.

Different phases of a single Professional Services contract may be cited in more than one project summary if that contract was a multi-phase contract with specific deliverables and distinct phases and if those phases associated with the applicable Stream 4 services have all been completed during the 5 years prior to the RFSA closing date . Also, different phases of a single Real Property Project may be cited in more than one project summary if that Real Property Project was a multi-phase project with specific deliverables and distinct phases. The phases must be clearly identified in the project summary.

Mandatory Technical Criteria for the SOLUTIONS (MTS) for Stream 4			
For the purpose of the mandatory technical criteria B2-MTS2, the experience of the Supplier and its subcontractors, affiliates, subsidiaries and suppliers will be considered if the experience was obtained working on a project billed to the Supplier. (See Note to Suppliers in Section 1.)			
Number	TIER 1 Mandatory Technical Criterion	TIER 2 Mandatory Technical Criterion	Bid Preparation Instructions
B2- MTS1	Minimum years in business: The Supplier must have been in business for a minimum of 3 years as of the RFSA closing date.	Minimum years in business: The Supplier must have been in business for a minimum of 5 years as of the RFSA closing date.	In order to demonstrate this, the Supplier must provide proof (i.e. incorporation, business registration or tax returns) in its arrangement confirming the number of years its firm has been in business. In case of a Joint Venture (JV), one member of the JV must meet the minimum 3-year requirement in B2-MTS1 Tier 1 and 5-year requirement in B2-MTS1 Tier 2 and all other member(s) of the JV must have been in business for a minimum of 1 year as of the RFSA closing date.
B2- MTS2	Project Summaries in Stream 4: A minimum of 3 <u>different</u>	Project Summaries in Stream 4: A minimum of 3 different Real	The Stream is defined in Annex A – Requirements for Services of this RFSA.

	<p>Real Property Projects must be submitted. Each Real Property Project must have a minimum value of \$5M.</p> <p>The Supplier must submit 5 project summaries for Real Property Services.</p> <p>For project summaries to qualify, they must meet the following criteria:</p> <ul style="list-style-type: none"> a) The Real Property Services of the Real Property Project must have been completed during the 5 years prior to the RFSA closing date. b) The Real Property Services of the Real Property Project must have a minimum value of \$50,000.00 (not including taxes and travel). c) The project summaries must demonstrate that the Supplier has experience providing solutions-based professional services in Stream 4 defined in Annex A – Requirements for Services for which the Supplier is submitting an arrangement. d) The Real Property Services of the Real Property Project must be a complete solution which includes the initiation, planning and execution of the solution and must include a work plan demonstrating the 	<p>Property Projects must be submitted. Each Real Property Project must have a minimum value of \$10M.</p> <p>The Supplier must submit 5 project summaries for Real Property Services.</p> <p>For project summaries to qualify, they must meet the following criteria:</p> <ul style="list-style-type: none"> a) The Real Property Services of the Real Property Project must have been completed during the 5 years prior to the RFSA closing date. b) The Real Property Services of the Real Property Project must have a minimum value of \$500,000.00 (not including taxes and travel). c) The project summaries must demonstrate that the Supplier has experience providing solutions-based professional services in Stream 4 defined in Annex A – Requirements for Services for which the Supplier is submitting an arrangement. d) The Real Property Services of the Real Property Project must be a complete solution which includes the initiation, planning and execution of the solution and must include a work plan demonstrating the 	<p>A maximum of 5 project summaries for Real Property Services will be evaluated. The proposed project summaries will be evaluated in order of presentation. Proposed project summaries above the maximum will not be evaluated.</p> <p>The Supplier may have more than 1 Real Property Services for a given Real Property Project. However, a minimum of 3 <u>different</u> Real Property Projects must be submitted by the Supplier.</p> <p>Each Project Summary <u>must</u> be provided using the Stream 4 Project Summary Template below. Different phases of a single project must have a separate Project Summary Template in order for each of the phases to be considered as individual “projects”.</p> <p>A maximum of 5 call-ups on a same Standing Offer may be submitted to form a single Project providing the Standing Offer authorized to the Bidder includes professional services listed in Annex A - Requirements for Services of this RFSA. More than 1 project can be formed using a maximum of 5 call-ups on the same Standing Offer.</p> <p>For a Joint Venture (JV), projects completed by any JV member will be evaluated as those of the Joint Venture Supplier.</p>
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	<p>initiation, planning & execution that the Supplier undertook.</p> <p>e) The professional services component must represent at least 70% of the value of the Real Property Services (not including taxes and travel).</p> <p>A Supplier may use a project summary(ies) submitted in a previous TSPS solicitation provided the criteria noted above (a through e) are met.</p>	<p>initiation, planning & execution that the Supplier undertook.</p> <p>e) The professional services component must represent at least 70% of the value of the Real Property Services (not including taxes and travel).</p> <p>A Supplier may use a project summary(ies) submitted in a previous TSPS solicitation provided the criteria noted above (a through e) are met.</p>	
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For the purpose of B2-MTS1 for Section 2:

If the Supplier has been incorporated or otherwise created less than 3 years for B2-MTS1 Tier 1 and 5 years for B2-MTS1 Tier 2 as of the RFSA closing date, Canada will consider the minimum years requirement to be met if the Supplier demonstrates to Canada's satisfaction that:

- a) it has been incorporated or otherwise created as the result of a corporate change under which it has in law assumed all of the assets, undertaking, operational capability, skills and resources of other legal entities;
- b) the corporate change was solely for tax or other purposes unrelated to the business of the other legal entities and does not affect the ability of the Supplier to carry on the business that had been carried on by the other legal entities;
- c) the Supplier has carried on the business of all of the other legal entities in the normal course, uninterrupted from and after the date of the corporate change;
- d) the Supplier, at the closing date of this RFSA, maintains the same assets, undertaking, operational capability, skills and resources as the other legal entities had maintained before the corporate change; and
- e) the period that the Supplier has been in business since it was created added to the period that the other legal entities were in business before the corporate change totals a minimum of 3 years for Tier 1 or 5 years for Tier 2.

In these circumstances, Canada may require from the Supplier an unqualified legal opinion from an independent law firm stating that the Supplier legal entity meets all of the above requirements. Canada reserves the right to require other detail and material to verify that the above requirements are met. If Canada is not satisfied that the above requirements have been met, the Supplier legal entity's arrangement will be considered non-responsive.

Canada reserves the right to request proof of any information provided by the Supplier. If the information cannot be validated, the Supplier's Arrangement will be considered non-responsive.

For the purpose of B2-MTS2 for Section 2:

Project Summary Template for Stream 4:

Project Summary # P__

<u>PROJECT DESCRIPTION</u>	
(*) – Denotes a mandatory field. All other fields should be completed.	
Brief description of the Scope and Objective of the project that clearly demonstrates that it is a Real Property Project. (*) <i>(Copying and pasting the definition of a Real Property Project does not constitute demonstration.)</i>	
Name of the Company that provided the services (*) <i>(If the Bidder is a JV, insert the name of the JV member who provided the services or if the services were provided by the JV itself, insert the JV name.)</i>	
Real Property Project Value (*)	
Brief description of the Scope and Objective of the Real Property Services of the Real Property Project including a detailed description of the professional services component. (*)	
Real Property Services Value (*) <i>(total amount invoiced by the Supplier for the Real Property</i>	

Services of the Real Property Project excluding travel and taxes)	
Professional Services Component Value (*) (minimum 70% of the Real Property Services Value excluding travel and taxes)	
Outside Client Name (*)	
Contact name	
Phone number	
Fax number	
E-mail address	
Address	
Start date of the Real Property Services (or phase of project) (*)	_____ (month/year)
End date of the Real Property Services (or phase of project) (*)	_____ (month/year) If the end date is in the same month as the closing date of the bid solicitation, please specify the day/month/year of the project end date.
<u>SOLUTION SUBSTANTIATION</u> All fields below must be completed.	
1. Stream: Real Property Project Management Services Stream	
Description of the Solution (*)	<Insert a paragraph demonstrating that the Supplier has experience providing solutions-based professional services as described in Annex A – Requirement for Services for the Stream identified above.>
Phases of the Solution (*)	Initiation Phase Initiation of the solution" refers to the steps taken in order to begin the process of developing a solution. Project summaries and Work Plans should describe the actual steps that were implemented in order to begin (initiate) the project.

	<p><i><Insert the services provided by the Supplier that clearly demonstrate the Initiation Phase of the Solution.></i></p> <hr/> <p>Planning Phase</p> <p>"Planning of the solution" refers to the process and methodology used to organize (and indentify) the project objectives and develop a strategy to achieve the objectives. Project summaries and Work Plans should describe the actual procedures used to plan the solution.</p> <p><i><Insert the services provided by the Supplier that clearly demonstrate the Planning Phase of the Solution.></i></p> <hr/> <p>Execution Phase</p> <p>"Execution of the solution" refers to the actual process involved in the technical execution of the solution. Project summaries and Work Plans should describe the actual steps that were implemented and the resulting deliverables or outcome from the execution of the solution.</p> <p><i><Insert the services provided by the Supplier that clearly demonstrate the Execution Phase of the Solution.></i></p>
Work Plan (*)	<p><i><Insert the Work Plan here or as an attachment to the Project Summary. If inserted as an attachment, please provide the page number where the Work Plan can be found.></i></p>

Attachment C
Certification/CPSS Supplier Module – Data Collection Component (DCC)

The relevant information for each Certification is located in Component I, Part 5 and in the CPSS Data Collection Component - Certifications.

1. SUPPLIERS STATEMENT (ALL SUPPLIERS)

All Suppliers must sign and submit the following “Supplier’s Statement” with the hard copy of their arrangement to the Bid Receiving Unit by the date and, time of the date of arrangement submission:

We certify that all statements made with regard to these requirements are accurate and factual, and we are aware that the Department of Public Works and Government Services Canada reserves the right to verify any information provided in this regard. Untrue statements may result in the Supplier’s submission being declared non-compliant in its entirety, current TSPS SA Holders becoming ineligible to receive further solicitations, and any other action which Canada may consider appropriate.

SIGNATURE: _____ DATE: _____

Print Name: _____

Legal Name of Supplier: _____

(ALL SUPPLIERS: Print, sign, and submit this certification with the hard copy of your arrangement.)

Attachment D
Technical Response Template/ CPSS Supplier Module – DCC

The “Data Collection Component” DCC of CPSS serves to replace the Technical Response Template.

The Data Collection Component of CPSS can be accessed through the CPSS website:
<http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/spc-cps-eng.html>

Note to Suppliers:

The metropolitan areas and the regions are independent from one another and care should be taken when making a selection.

1. By selecting "all Regions and Metropolitan areas" in the DCC, the bidder is selecting all possible regions and metropolitan areas including the “National Zone”.
2. By selecting “National Zone” in the DCC, the Bidder is not automatically selecting all Regions and/or Metropolitan Areas; the Bidder is only selecting the zone known as “National Zone”.

For example, when a client runs a search under the “National Zone”, they are indicating that the work is to be performed at the Contractor’s location and is not required to be performed in any specific geographic location. One possible scenario is that the client for whom the work is performed is in Halifax, while the Contractor could be located in Vancouver and no travel is required on the Contractor’s behalf.

3. Region in the DCC, the Bidder is not automatically selecting the Metropolitan areas within that Region.

For example, if you wish to offer services in the Atlantic Region, including the metropolitan areas of Halifax and Moncton, then you must select all of them in the DCC (ie: the Atlantic Region, the Halifax metropolitan area, and the Moncton metropolitan area). A bidder who indicates in the DCC that they want to provide services to the Atlantic Region but does not select Halifax or Moncton, will result in their company not appearing on any search result lists where the client department runs the search under the metropolitan areas of Halifax or Moncton.

“Definitions of the National Zone, Regions and Metropolitan Areas” can be found here: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/dznrrm-dnzmra-eng.html>

ANNEX A - REQUIREMENTS FOR SERVICES
Task and Solutions Professional Services (TSPS)

- 1. HUMAN RESOURCES SERVICES STREAM**
- 2. BUSINESS CONSULTING / CHANGE MANAGEMENT STREAM**
- 3. PROJECT MANAGEMENT SERVICES STREAM**
- 4. REAL PROPERTY PROJECT MANAGEMENT SERVICES STREAM**
- 5. TECHNICAL, ENGINEERING AND MAINTENANCE SERVICES (TEMS) STREAM**

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Task and Solutions Professional Services (TSPS)

1. HUMAN RESOURCES SERVICES STREAM

The required services may include, but are not limited to the following:

HR Programs, Policy, activities and Services can include: human resource planning, recruitment, collective bargaining, training and development, organizational design and classification, pay and benefit administration, staffing and resourcing, performance management, official languages, employment equity and employee assistance programs.

(Please note that a Consultant who will be providing staffing advice to managers as part of their responsibilities, must have successfully completed the Public Service Commission (PSC) Appointment Framework Knowledge Test for all Departments who have a signed Appointment Delegation and Accountability Instrument with the PSC.)

- Providing operational HR services;
- Developing resourcing strategies linked to HR Plans, job marketing strategy and tools;
- Assisting in redress process, appeals, grievances etc;
- Providing advice on and/or performing analysis of the HR strategic direction and assisting in the development of HR options, aligning and integrating the HR plans with the strategic direction of the organization's business plan;
- Participating in the development of potential HR models and assisting in the implementation of HR requirements and a transition plan to meet HR needs;
- Developing, implementing and providing advice on policies, programs and procedures regarding human resource services and programs;
- Planning Human Resources in areas such as organizational development, organizational planning and design, human resources utilization, job analysis, performance planning, auditing and evaluating and forecasting;
- Providing advice on and/or participating in the establishment of processes and HR systems support for human resources programs, services and activities;
- Providing advice on and/or participating in the development of new programs for employees to retain career mobility;
- Identifying policy needs/concerns and performing comparative analysis of policies as well as developing policies, procedures, guidelines and Strategies;
- Providing advice on and/or assisting in the development/provisioning of new government programs;
- Planning, developing, implementing and evaluating personnel and employee relations strategies including policies, programs and procedures to address an organization's human resource requirements;

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Task and Solutions Professional Services (TSPS)

- Advising managers and employees on the interpretation of compensation and benefit programs and collective agreements;
- Researching, preparing and conducting grievance committees and prepare reports;
- Conducting research and analysis and preparing recommendations, reports and/or conducting desk audits;
- Leading, participating in the conduct of organizational and central agencies monitoring and audit initiatives;
- Negotiating collective agreements on behalf of employers or employees, mediate labour disputes and grievances and provide advice on employee and labour relations;
- Planning and administering HR programs;
- Hiring and overseeing training of staff;
- Coordinating employee performance and appraisal programs;
- Develop training and information sessions;
- Providing mentoring, tutoring and coaching assistance;
- Assisting in the development of HR strategies to meet business needs;
- Assisting in the development of Integrated Business and Human Resources Plan to meet the needs of the organization;
- Developing and monitoring framework, conducting monitoring activities and preparing monitoring reports;
- Developing, implementing HR related programs, framework and initiatives;
- Evaluating programs and activities and reporting on lessons learned or making recommendations for the future;
- Researching or fact finding exercises;
- Researching, developing, implementing and tracking service standards, agreements;
- Reviewing and proposing various organizational models.
- Performing strengths, weaknesses, opportunities, and threats (SWOT) analysis;
- Leading organization and classification projects following project management principles;
- Developing and/or implementing functional communities organizational models and associated generic work descriptions;
- Developing functional charting;
- Developing generic work description framework and develop appropriate learning tools for its application;
- Analyzing current and end state, developing options and recommending new organizational structures (could include costing);
- Reviewing existing work processes and organizational structures to determine their efficiency and effectiveness, and making recommendations;
- Performing job, activities and responsibilities analysis;
- Discussing with management in order to clearly define the activities and responsibilities of a specific function and/or organization, and provide options;
- Reviewing, evaluating current work descriptions and recommending appropriate changes;

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Task and Solutions Professional Services (TSPS)

- Developing and updating generic and specific work descriptions, and delineating responsibilities within streams of work;
- Developing and implementing new classification standards and occupational group structures, as well as providing advice;
- Providing advice and performing activities on conversion processes and redress mechanisms in the context of classification reform;
- Researching and developing policies, guidelines, procedures and tools;
- Researching, preparing relativity, evaluating work descriptions;
- Participating in classification grievance committees and classification committees and writing reports;
- Researching and preparing classification relativity studies;
- Developing and/or providing advice on classification policies, procedures and tools;
- Analyzing policies and business functional requirements to identify information, procedures and decision flows, and making recommendations;
- Identifying organization for re-design; prototyping potential solutions, providing trade off information and suggesting a recommended course of action;
- Identifying the required modifications to the automated processes;
- Documenting workflow;
- Articulating business requirements;
- Providing advice in defining new requirements and opportunities for applying efficient and effective solutions: identifying and providing preliminary costs of potential options;
- Developing and delivering training;
- Evaluating performance framework, developing performance needs and reporting systems and processes;
- Researching, analyzing data and reporting on activities;
- Developing and updating performance management systems, process and tools;
- Providing advice and/or performing activities related to classification monitoring;
- Researching, developing and implementing generic work descriptions approaches;
- Reviewing, evaluating, new or revised work descriptions;
- Compiling information and preparing reports;
- Coordinating and providing advice on Employment Equity (EE), Diversity and Duty To Accommodate (DTA) programs;
- Developing a promotion/communications strategy plan;
- Developing and implementing positive measures programs for all designated groups as required;
- Managing the DTA program by liaising with other Departments/Agencies delivering accommodation services, this includes providing presentations to management and employees; and, identifying, and providing accommodation resources;
- Organizing seminars, workshops, etc.;
- Publishing promotional and educational articles in departmental and regional newsletters;

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Task and Solutions Professional Services (TSPS)

- Advising HR Systems groups and IT groups on discipline requirements;
- Developing pool of diversified members to participate in evaluation and assessment, developing tools to ensure adapted language in work description and selection tools as well as advertisement representative of Canadian culture and diversity;
- Researching and developing EE and Diversity Action Plans;
- Researching and developing EE and Diversity related programs, tools and identifying and implementing related activities;
- Conducting System Reviews and making recommendations;
- Establishing, coordinating and participating on various EE and Diversity Committees;
- Developing policies, guidelines, procedures, programs and tools;
- Developing, implementing, coordinating and promoting commemorative events and activities;
- Developing terms of references for EE and Diversity Committees.
- Directing employee relations function;
- Performing internal audits and taking appropriate action to correct any employee relations issues;
- Managing dispute resolution procedures;
- Conducting reviews and developing implementation strategies;
- Training employees in relationship management and communications;
- Managing employee-employer relationship, collective agreement;
- Conducting investigation, negotiating cases and informal conflict management;
- Researching, developing policies, guidelines and procedures in regards to Codes of conducts, values and ethics, conflict of interest, political activity, prevention of harassments, etc;
- Developing employee relations policies, to ensure consistent application of organizational policies and procedures;
- Developing occupational safety and health policies, guidelines, procedures and tools;
- Conducting consultation activities with the unions;
- Coordinating labour management committee meetings (national or local);
- Researching, providing recommendation for the negotiation of collective agreements;
- Providing advice on the interpretation of collective agreements;
- Developing, assisting in the development of strike contingency plans and strike management guidelines, tools, communication, and training.
- Advising and analyzing of pension due to high level of retiree and complexity and scarce resources;
- Providing pay and benefits services to the organization's employees and managers;
- Payrolling (Compensation, pensions, bonuses, etc.);
- Providing advice and guidance on special initiatives, such as pay equity, classification reform conversion and/or any new collective agreement implementation, in accordance with Federal Public Service Acts, regulations, policies, guidelines, administrative procedures, etc;

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Task and Solutions Professional Services (TSPS)

- Preparing and studying salary and/or total compensation analysis for determination of employee compensation;
- Reviewing and making recommendations or changes to compensation plan or procedures;
- Overseeing program for conformance with government and organization regulations and procedures;
- Providing assistance in producing and directing the organization's compensation program;
- Reviewing benefit programs and providing information about their costs and coverage;
- Providing support in implementing benefit programs and procedures;
- Providing advice and guidance on benefit plans for the organization;
- Developing and/or reviewing work descriptions and assessing appropriate compensation level;
- Participating in market salary surveys;
- Participating in activities related to advice and analysis of pension due to high level of retiree and complexity and labour scarcity.
- Providing advice on the development and implementation strategies related to Human Resources Information Systems (HRIS, HRMIS, PeopleSoft, SAP);
- Examining and verifying employee information processed by automated human resources systems;
- Compiling and analyzing statistical information and preparing system reports related to payroll, recruiting, position classification, compensation, training, equal opportunity employment, or affirmative action utilizing HRIS
- Providing assistance with HRIS network maintenance by adding or deleting users and retaining system security;
- Troubleshooting user technical problems, consulting HRIS IT resources where necessary and providing training;
- Managing programs and maintaining human resources information and related records systems;
- Developing HR Reports and template and tools for managers to simplify access and encourage them to use system;
- Developing mapping exercise, analysis of needs, implementation.
- Analyzing executive/manager leadership skills strengths and weaknesses;
- Developing leadership improvement programs;
- Designing and facilitating coaching/mentoring sessions;
- Establishing and facilitating forums and workshops for managers to share leadership experiences and challenges;
- Developing talent management and succession readiness strategies;
- Developing target workshops that helps managers become sponsors or agents of change and how to use effective communication as a change tool;
- Conducting benchmarking exercises;

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Task and Solutions Professional Services (TSPS)

- Developing key functions concepts for succession planning.
- Providing manager with demographic information and assisting in developing strategies to meet HR needs;
- Providing advice and guidance on different types of merit criteria/qualifications;
- Providing advice on workforce and process pros and cons;
- Identifying links with departmental Human Resources / Employment Equity / Business plans;
- Providing advice on effectiveness of assessment instruments and assisting in development or choice of proper instruments;
- Advising manager of organizational policy;
- Assisting manager in appropriate sequencing and application of merit criteria;
- Providing advice, guidance, and assistance on review of decision and impact of change, if any;
- Creating departmental staffing report (s) including preparation, data gathering, interviews, and monitoring staffing report and various activities;
- Performing activities including recourse, appeals, early intervention process, and alternative dispute resolutions for staffing purposes;
- Extending job offers and establishing starting salaries;
- Developing or assisting in developing strategies and plans (i.e. staffing or resourcing);
- Developing monitoring framework and implementing and conducting monitoring;
- Developing and reviewing appointment sub-delegation instruments, the sub-delegation process and the supporting tools (i.e. tables, sub-delegation certificates);
- Conducting environmental and statistical reviews;
- Reviewing organizational needs and business needs to assist in the identification of the appropriate staffing strategy or plans (including links to other plans such as the Employment Equity and Diversity Plan and the Official Languages Plan);
- Providing advice and recommendations in regards to addressing staffing and recruitment challenges considering organizational strategies and plans;
- Developing and implementing recruitment and employment strategies;
- Providing advice and recommendations in selecting the choice of appointment process;
- Preparing and conducting recruitment and staffing processes on behalf of management. This may include any or any grouping of the following activities:
 - making recommendations on the staffing process type to be undertaken;
 - drafting and finalizing the statement of merit criteria;
 - developing and preparing the assessment guide, tools and process;
 - drafting and finalizing the advertisements;
 - coordinating and participating in the assessment of priorities, and the screening and assessments of candidates;
 - coordinating and administrating tests, interviews; coordinating and completing the reference check etc; and

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Task and Solutions Professional Services (TSPS)

- compiling and preparing the final board reports and finalizing the results of the processes (such as establishing pools of candidates).
- Planning, developing, coordinating and administrating various staffing and staffing related initiatives such as job fairs, collective staffing and targeted Recruitment initiatives;
- Providing operational staffing services to a group of client managers;
- Providing advice and guidance to managers on staffing investigations, audits and Public Service Staffing Tribunal Complaints;
- Drafting staffing report(s) including the preparation, data and information gathering, interviews, drafting of documentation;
- Developing information and learning sessions or events for managers, employees or staffing experts;
- Reviewing employees' or candidates' qualifications to address redeployment or placement of personnel;
- Developing a framework or process for pool management and coordinate the management of a pool;
- Advising managers and employees on staffing policies and procedures;
- Providing mentoring, tutoring or coaching assistance.
- Developing and monitoring public policies, programs, standards and procedures;
- Identifying policy needs and concerns;
- Performing policy comparative analysis;
- Advising managers on the interpretation of policies, programs and national/international agreements and regulations;
- Identifying change management tools and processes that support change management strategies and plans;
- Carrying out performance monitoring and reporting activities;
- Developing and delivering training on application of policies.
- Ensuring the appropriate preparation, completion, distribution and filing of HR documentation;
- Ensuring the appropriate data entry, and/or the compilation of data and information and the preparation of reports;
- Responding to human resources inquiries and relaying the inquiry to the appropriate person;
- Assisting in the development of administrative procedures and tools;
- Assisting in the coordination of appointments, interviews, testing, scheduling of events and learning sessions etc;
- Providing administrative support to HR Manager, Advisors or an HR Specialist; and
- Providing administrative, clerical or coordinating support in the development and/or implementation of HR activities, programs and tools.
- Executing human resources support activities;
- Providing assistance in the areas of human resources, or employee communications;
- Delivering a variety of written tests to candidates and requesting testing as required;

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Task and Solutions Professional Services (TSPS)

- Training administrative assistants in client organizations on procedures and automated systems used for completing HR Activities;
- Providing direct advice, guidance and services to clients for HR services;
- Maintaining and updating HR systems, keeping hard copies of files, records and correspondence on related current HR activities and helping develop new systems or improving the existing system;
- Adjusting, modifying and updating HR management methods, practices and procedures;
- Providing administrative services to include project and research activities in a given HR sector and the implementation of a wide range of administrative procedures and processes to support the HR programs.

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Task and Solutions Professional Services (TSPS)

2. BUSINESS CONSULTING / CHANGE MANAGEMENT STREAM

The required services may include, but are not limited to the following:

- Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives;
- Identifying opportunities for organizational improvement;
- Assisting in the prioritization and assignment of organizational improvements;

- Developing and/or implementing an organizational improvement plan, business plan, policies and standards;
- Making recommendations and providing advice for improvements and assisting in developing solutions, scenarios and implementing recommendations;

- Preparing and presenting findings, status and other relevant matters;
- Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports;
- Identifying and researching best practices;
- Analyzing, advising on, and implementing business processes, strategies and functions;
- Advising on business decisions;
- Preparing and advising on contracts structure and enforcement;
- Leading and managing various business systems and process improvements (*e.g., initiating redesign to promote increased efficiencies and reduce overall costs, implementing improvements to automation of process*);
- Recognizing market factors and adapting business decisions to the context of the organization's sector and industry;
- Implementing and advising on measures to mitigate risk;
- *Facilitating Joint Application Development (JAD) session and acting as facilitator during workshops;*
- Translating the business requirements into System/Functional requirements;
- Analyzing and documenting the business requirements and delivering work products through the life cycle;
- Consulting stakeholders (individually or by means of facilitating group sessions) to identify comprehensive business requirements;
- Documenting business requirements for all stakeholders;
- Providing support in analyzing, evaluating and controlling risks, especially related to requirements;
- Designing and conducting threat and risk assessments;

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Task and Solutions Professional Services (TSPS)

- Developing and implementing disaster recovery plans and business continuity plans;
- Designing exercises for executives, management and staff in the form of exercise seminars, tabletop exercises, command post exercises, simulations and/or full-scale exercises;
- Developing exercise materials such as exercise scenarios, control plans and evaluation plans;
- Implementing exercises for executives, management and staff;
- Performing business continuity in the context of strategic planning, policy and standards development and organizational assessment; and
- Analyzing and evaluating emergency operations, exercises, conducting lessons learned seminars and writing After-Action Reports.
- Specifying the organization's objectives, developing policies, standards and plans to achieve objectives;
- Identifying opportunities for, assisting in the prioritization of, and assignment of organizational improvement;
- Developing and/or managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis;
- Defining and producing business requirement document;
- Assisting stakeholders with understanding their strategic goals;
- Analyzing stakeholder's business objectives and recommending and developing solutions to address their business problem;
- Implementing and evaluating cross-functional decisions that will enable an organization to achieve its objectives;
- Defining, developing and implementing business strategies and plans;
- Examining the link between the goals of the organization and how the work is performed to achieve those objectives at strategic and operational levels;
- Processing problems into solutions or new opportunities/initiatives, identifying and researching best practices;
- Performing Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis;
- Developing Mission and Vision statements.
- Assessing the organization's capacity/capability to undertake and successfully deliver a project, an initiative or a change in the context of the existing organizational environment, programs, and policies;
- Establishing a set of business rules and policies governing an organization's human resource management arrangements;
- Assessing existing and planned changes in HR management strategies to ensure consistency between an organization's HR management strategies and government-wide strategies;
- Designing processes to regularly review and revise existing accountabilities and competencies as the organization evolves;

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Task and Solutions Professional Services (TSPS)

- Performing system-centered process mapping to define the structure of organizational processes: including definition of activities to be performed, required inputs, outputs to be produced, and framework within which to operate;
- Defining potential organizational changes and improvements based on an organization's strategy and values;
- Developing and/or implementing organizational change and improvement plan including identifying organizational changes and improvements, and prioritization of recommended improvements;
- Using the appropriate organizational development methodology and approach to assessment and intervention;
- Identifying organizational improvements/changes: prototyping potential solutions, scenarios, providing trade off information and suggesting a recommended course of action;
- Developing policies, procedures and guidelines, training and information sessions;
- Conducting organizational health assessment and development of strategy and its implementation.
- Reviewing existing work processes and organizational structure;
- Analyzing existing business processes, identifying opportunities for process improvements;
- Mapping existing processes and developing and mapping recommended new processes, changes;
- Analyzing business functional requirements to identify information, procedures and decision flows;
- Providing advice on key initiatives that enable the organization to deploy high-impact business processes that are focused, accountable and measurable;
- Identifying processes for re-design;
- Providing advice in defining new requirements and opportunities for applying efficient and effective solutions;
- Identifying and providing preliminary costs of potential options;
- Providing advice in developing and integrating process and information models between processes to eliminate information and process redundancies;
- Identifying, recommending and planning new processes;
- Providing advice on and/or assisting in implementing new processes, organizational changes, improvements;
- Identifying the required modifications to the automated processes;
- Documenting workflow;
- Using business, workflow and organizational tools;
- Conducting reviews and developing implementation strategies;
- Advising HR Systems groups and IT groups on discipline requirements;
- Developing training and information sessions and mentoring;
- Analyzing and defining business processes related to both "As Is" and "To Be" status.

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Task and Solutions Professional Services (TSPS)

- Designing interventions aimed at improving organizational effectiveness through system-centered change;
- Designing interventions that improve organizational effectiveness through people-centered change and result in: bringing about change, an improved environment, greater involvement and a more responsive workforce;
- Developing and implementing change management strategies, plans, framework;
- Identifying change management tools and risks;
- Providing expertise, consultative advice, guidance and coaching to build project capacity to make effective use of change management strategies and related tools;
- Articulating the purpose of change in a manner that makes sense to staff and provides a compelling picture of the new organization;
- Designing and conducting a change readiness assessment in order to plan and carry out a change management strategy;
- Coaching staff on the value of their contribution within the new organization;
- Evaluating the effectiveness of the change management initiative.
- Developing performance measurement/evaluation frameworks;
- Establishing performance measurement and reporting processes and systems;
- Integrating performance monitoring disciplines in an organization's development or change management plan;
- Conducting interviews, surveys and workshops;
- Collecting, analyzing and synthesizing information that provides insight into best practices and lessons learned that would effectively support managing change;
- Performing analysis of business processes to recommend the best option to address any concerns, gaps, etc. including the potential risks and benefits;
- Providing input for the development of new processes;
- Carrying out analysis related to the development of business cases including the collection and analysis of cost data.
- Developing policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization's actual and planned capabilities in terms of data, human resources, communication facilities and management responsibilities;
- Conducting an assessment of the project's business architecture, process and performances;
- Recommending changes to improve operational performance;
- Ensuring consistency and integration with the organization's and government architectures and business strategies;
- Evaluating the feasibility of the architecture and technologies related to a business change;
- Developing principles of operation and concept of operations;
- Identifying risks associated with the architecture and technologies and recommending risk mitigation;

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- Advising Senior Management on trends and emerging technologies and their impact on the organization's and government architectures and business strategies;
- Recommending alternative solutions, methodologies and strategies;
- Developing and/or implementing architectural improvement plans;
- Managing the development and implementation of an architectural improvement plan;
- Coaching, mentoring and training the organization.
- Reporting results of statistical analyses, including information in the form of graphs, charts, and tables;
- Processing large amounts of data for statistical modeling and graphic analysis, using computers;
- Identifying relationships and trends in data, as well as any factors that could affect the results of research;
- Analyzing and interpreting statistical data in order to identify significant differences in relationships among sources of information;
- Preparing estimates and forecasts using statistical techniques;
- Preparing data for processing by organizing information, checking for any inaccuracies, and adjusting and weighting the raw data;
- Evaluating the statistical methods and procedures used to obtain data in order to ensure validity, applicability, efficiency, and accuracy;
- Evaluating sources of information in order to determine any limitations in terms of reliability or usability;
- Planning data collection methods for specific projects, and determining the types and sizes of sample groups to be used;
- Designing research projects that apply valid scientific techniques and utilizing information obtained from baselines or historical data in order to structure uncompromised and efficient analyses.
- Developing, planning strategies and processes to transfer explicit and tacit knowledge across time, space and organizational change, including retrieval of critical archived information;
- Facilitating knowledge creation, sharing and reuse;
- Developing partnerships and alliances, designing creative knowledge spaces, and using incentive structures;
- Facilitating knowledge of learning styles and behaviours, strive for continuous improvement and be actively engaged in exploring new ideas and concepts;
- Designing, developing and sustaining communities of interest and practice;
- Creating, developing and sustaining the flow of knowledge, policies and standards;
- Understanding the breakthrough skills needed to leverage virtual teamwork and the effective use of social networks;
- Performing cultural and ethnographic analyses, developing knowledge taxonomies, facilitating knowledge audits, and performing knowledge mapping and needs assessments;

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- Capturing, evaluating and using best-known practices to transfer best practices;
 - Moderating focus group/discussion;
 - Consulting on group process;
 - Developing research and implementation strategies for knowledge management, information management, document and records management and data management;
 - Managing change knowledge initiatives and retrieval of critical archived information.
 - Collecting, crating, receiving and/or capturing information;
 - Organizing, using, and/or disseminating information;
 - Maintaining, storing and/or preserving information;
 - Disposing of information;
 - Coordinating management of an organization's information-based resources, including its information holdings and investment in technology;
 - Planning, directing and controlling all of the organization's information-based resources to meet corporate goals and to deliver programs and services;
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- Coordinating of information storage requirements and interface with Information Technology;
 - Providing Document and Records management;
 - Coordinating Access to Information and Privacy Act requirements;
 - Conducting subject-specific research in the archival holdings of federal departments and agencies;
 - Producing professional research reports based on detailed research into federal records;
 - Developing, organizing, monitoring, conducting and reporting on sustained archival research projects;
 - Identifying, classifying, archiving, preserving, and destroying records;
 - Responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including the processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records.
 - Managing a library or a library service;
 - Cataloguing, indexing and classifying information audio-visual and electronic documents;
 - Organizing and maintaining "virtual" services;
 - Establishing and implementing metadata standards and guidelines;
 - Analyzing and reporting on the effectiveness of the implementation of information management standards;
 - Identifying and analyzing content management issues and providing recommendations to management for improvement;
 - Delivering research and reference services;
 - Searching online systems and the web to find information;
 - Delivering library services;

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- Providing advice and guidance in the field of Recordkeeping as relates to Capacity Building, Legacy Records Management and e-Records Sustainability;
- Providing advice and guidance in the field of Recordkeeping as relates to the implementation of Recordkeeping policy, regulations and legal requirements;
- Providing assistance in the monitoring and evaluation of the Recordkeeping policies and regulations;
- Assessing the readiness of a policy, program or initiative to be evaluated;
- Planning specific evaluations or related studies of individual or clusters of programs, policies or initiatives;
- Developing terms of reference for evaluation projects;
- Preparing logic models, program theories/theories of change or assessment tools;
- Constructing work plans, including evaluation planning reports or frameworks and associated methodologies;
- Developing, testing and implementing evaluation methods and data collection tools (including surveys, interview guides, focus group discussions, case studies);
- Collecting and analyzing both qualitative and quantitative data (including socio-economic and statistical analysis, collecting baseline data, conducting impact analysis);
- Assessing the relevance and performance (including impact, efficiency and cost-effectiveness) of programs, policies or initiatives;
- Validating evaluation approaches, methodologies, findings, conclusions and recommendations, using methods such as but not limited to: validation with participants, organizations and conduct of expert panels or peer reviews;
- Developing evaluation reports or associated products (briefing note, deck, technical report) containing findings, conclusions and recommendations, and undertake report validation and consultations where appropriate and requested;
- Conducting and writing synthesis or meta-evaluations;
- Aid in the compilation, analysis and dissemination of findings, lessons learned and best practices;
- Briefing evaluation staff and program management on major results and findings, including preparation of presentations;
- Aid in writing other materials, documents, tools and instruments related to the work;
- Planning and designing performance measurement frameworks in support of departmental Strategic Outcomes and Program Activity Architectures or performance measurement strategies in support of program monitoring and evaluations, including identifying associated performance measures in accordance with Treasury Board policies and Treasury Board Secretariat guidance and directives;
- Assessing the adequacy of current performance measurement frameworks and performance measures in federal organizations and the capacity of organizations to create and maintain on-going performance measurement systems at the level of the organization as a whole or at the program, initiative or project level;

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- Developing conceptual frameworks, methodological approaches and designs for performance measurement of projects, programs, services, organizations/institutions, policies and initiatives;
- Developing performance measurement indicators/measures/benchmarks and tools and instruments for project, program, institutional, or policy monitoring, reviews, or on-going assessments;
- Providing performance measurement advice and support (e.g. support managers to identify, track and report on results throughout the life cycle of projects, programs, services, policies or initiatives), including providing training or information sessions to build capacity within the organization and assist program management with the establishment of an appropriate ongoing performance measurement system;
- Compiling, analyzing and/or interpreting performance data and preparing performance reports;
- Research performance measurement uses and practices in other jurisdictions (includes provincial and international jurisdictions);
- Providing orientation on their field of expertise to a range of target groups (e.g. program managers, evaluators, corporate planners) including details on key issues in the field and details on best practices in terms of performance measurement and evaluation in those fields;
- Advising on the design of new or adequacy of existing a) performance measurement frameworks in support of departmental Strategic Outcomes and Program Activity Architectures or b) performance measurement strategies in support of program monitoring and evaluation, including identifying appropriate performance measures and related technical elements (e.g. performance metrics and targets, data sources, and frequencies for data collection) in accordance with Treasury Board policies and Treasury Board Secretariat guidance and directives;
- Advising on the capacities, skills and resources needed in federal organizations to create, implement and maintain on-going performance measurement systems at the level of the organization as a whole or at the program, initiative or project level;
- Advising on conceptual frameworks, methodological approaches and designs for performance measurement of and evaluation of projects, programs, services, organizations/institutions, policies and initiatives in those fields;
- Providing field-specific performance measurement advice (e.g. support managers to identify, track and report on results throughout the life cycle of projects, programs, services, policies or initiatives), including providing training or information sessions to build capacity within organization and assist program management with the collection and interpretation of performance measurement data;
- Analyzing and/or interpreting performance data and preparing performance reports;
- Researching field-specific performance measurement uses and practices in other jurisdictions (includes provincial and international jurisdictions);
- Conducting comparative analysis and advising on best practices, including benchmarking performance, international comparisons and case studies;
- Providing subject-matter advice to assist in the:

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- Assessment of the readiness of a policy, program or initiative to be evaluated;
 - Scoping and planning of specific evaluations or related studies of individual programs, policies or initiatives;
 - Preparation of logic models, program theories, literature reviews or assessment tools;
 - Constructing of work plans, including evaluation planning reports or frameworks and associated methodologies;
 - Developing, testing and implementing of evaluation methods and data collection tools;
 - Collection and analysis of relevant data (including socio-economic and statistical);
 - Assessment of relevance and performance, including impacts, efficiency and cost-effectiveness of programs, policies or initiatives;
 - Assessment of program governance and management (including assessing risk management and controls, decision-making, planning, development and implementation, transparency and accountability);
 - Developing evaluation reports containing findings, conclusions and recommendations, and undertake report validation and consultations where appropriate and requested;
 - Conducting and writing of synthesis or meta-evaluations;
 - Compilation, analysis and dissemination of findings, lessons learned and best practices;
 - Briefing of program and senior management on major results and findings, including preparation of presentations;
 - Development of other materials, documents, tools and instruments related to the work; and
 - Review of the components of evaluations such as primary and secondary data collection activities, surveys, special studies, literature or document reviews, applied statistical analysis and the development of background or analytical discussion papers on program theory and/or alternatives.
- Participating on peer review or similar panels for evaluations or act as an third-party reviewer of draft evaluation products;
 - Advising on sensitivities in their specific fields (e.g. on working with groups of ‘at-risk’ stakeholders) and issues related to ethics and values related to performance measurement and evaluation;
 - Facilitating connection to other key experts in the field as required for performance measurement or evaluation purposes;
 - Encouraging group members to participate and interact productively and guide the group through an effective process;
 - Facilitating strategic and operational planning;
 - Facilitating team building sessions;

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- Facilitating knowledge transfer, coaching and skills development;
- Utilizing tools and techniques to engage participation such as (but not limited to) brainstorming session, role playing, walk-thrus,;
- Facilitating large and small groups;
- Providing electronic facilitation services;
- Stimulating a constructive and clear exchange of ideas among the members and promoting feedback;
- Redirecting group members to carry on with an interaction when tangents occur.
- Timekeeping to ensure that the planned agenda is completed prior to the end of the allotted time or in accordance with an agreed to modifications by the group;
- Guiding a group to consensus and desired outcomes;
- Planning and preparation of the session such as understanding the clients needs, predefine the approach and techniques to be used and develop event plan;
- Promoting group participation, mutual understanding and shared responsibilities among the group by fostering open participation with respect for client culture, norms and participant diversity;
- Providing end to end facilitation which may involve physical arrangements, delegating program committees, visual materials, defining the agenda, establishing goals, structure and strategy of the sessions, closeout activities;
- Draft and finalize reports on the results and conclusions of facilitated sessions and prepare and deliver presentations based on facilitated sessions such as lessons learned reports; and
- Working with different levels of hierarchy within an Organization on a national level

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3. PROJECT MANAGEMENT SERVICES STREAM

The required services may include, but are not limited to the following:

- Assisting project team in all management activities including financial, planning and contracting aspects;
- Assisting in performing such tasks as maintaining project documentation and records;

- Acting as the first point of contact in a "hot-line" situation by accepting incoming calls, logging calls, attempting to resolve simple problems and following established procedures for more difficult problems;
- Tracking project change requests;
- Maintaining and updating relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence;
- Communicating with project management a on administrative matters related to the project;
- Receiving incoming mail (both hard copy and e-mail), prioritizes, assesses urgency, sets deadlines;
- Developing/maintaining bring forward (BF) and other control systems for action items;
- Researching and locating background information, analyzes, extracts relevant information and writes summaries; and
- Maintaining and tracking financial transactions, enters commitments and expenditures into the projects financial budget;
- Planning and coordinating project management activities including financial, planning and contracting aspects;

- Planning and organizing a project management office;
- Giving briefings on progress and concerns of project;
- Coordinating and preparing documentation in response to scheduled and unscheduled reports, returns and observations to update management on project progress;
- Planning and coordinating the activities of project personnel, internal customers, contractors and other support providers;
- Preparing formal work breakdown structure and compliance charts;
- Producing draft plans and sections for incorporation into the Project Implementation Plan;
- Preparing draft evaluation plans, criteria and evaluation schedules;
- Defining and documenting development team objectives;
- Determining and obtaining budgetary requirements, composition, roles, responsibilities and terms of reference for the team;

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- Monitoring the design, implementation and operations start up of the project against established goals, objectives and milestones;
- Meeting with stakeholders and other project managers and stating problems in a form capable of being solved;
- Preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems;
- Working with a variety of project management tools;
- Formulating and managing project plans by defining deliverables, identifying key milestones, reviewing project progress, and engaging in ongoing risk management;

- Coordinating and directing project team(s) in order to meet project objectives for content, quality, costs, and schedules;
- Developing project control and reporting procedures and managing changes in operational plan;
- Conducting post project reviews / lessons learned;
- Contributing to the organization's strategic and business planning initiatives (*e.g., identifying strategic goals and objectives and implementing initiatives to achieve them, Policy Development, Standards Development and Program Review*);
- Assuming leadership at the appropriate phases of planning, action, and evaluation;
- Recognizing and taking action on opportunities to combine professional resources through partnering arrangements (*e.g., multi-disciplinary practices*);
- Contributing to development of organizational vision and mission;
- Coordinates, drafts and prepares for signature formal project documents and reports;
- Assessing the organization's capacity/capability to undertake and successfully deliver a project in the context of the overall program or portfolio program or portfolio priorities through strategic planning;
- Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives;
- Assisting in the prioritization and assignment of projects within the program/portfolio;
- Managing several Senior Project Managers, each responsible for an element of the project/program/portfolio and it's associated team (*e.g. project and financial management*);
- Meeting with organizational executives to ensure all organizational (internal and external) stakeholders are committed to moving forward on the project (*e.g. opportunity evaluation*);
- Formulating statements of problems; establishing procedures for the development and implementation of significant, new or modified project, program or portfolio elements to solve these problems, and obtaining approval thereof;
- Managing the implementation of a project/program/portfolio to identify, analyze, plan, track and control progress on a continuous basis;

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- Making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations (e.g. policy development and standards development);
- Preparing and presenting findings, status and other relevant matters;
- Overseeing the development of a Project Business Case (e.g. business planning and program review);
- Managing Program changes in accordance with the change management process;
- Motivating the team to ensure commitment to the program's objectives.
- Specifying the general requirements of the project;
- Developing project alternatives and identifying their administrative, economic, and technical feasibility and practicality; and associated policy and organizational change requirements;
- Planning, directing, and controlling the activities of a project team within scheduled time and cost parameters;
- Producing overall project plans and obtaining approval of preliminary analysis;
- Updating and providing briefings to upper management on progress and concerns of the project
- Developing and maintaining project schedules, documentation and a Master Schedule of all projects and resources if more than one project;
- Tracking the progress of the project including cost and schedule controls;

- Documenting issues and resolutions related to the project scheduler;
- Communicating verbally and in writing with the Project Manager and if necessary with stakeholders to input modifications to the project schedule;
- Communicating with the Project Manager and if necessary with stakeholders regarding project status and deliverables;
- Informing management of Project status and direction;
- Contributing to the development and management of process and procedures used in Operations;
- Documenting and managing project and financial records as appropriate.
- Developing, deploying and evaluating policies, procedures, standards, initiatives, metrics, forms and tools for the quality management system;

- Verifying and confirming if the quality management system's process assets (policies, procedures and standards) are being adhered to;
- Leading process improvement initiatives, and facilitating/coaching teams which are performing process improvement initiatives;
- Managing and monitoring all aspects of the Quality Management System;
- Conducting conformance audits of the Quality Management System. Reporting results and recommending appropriate corrective actions to deal with the non-conformances;

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- Tracking and reporting on the implementation of corrective actions. Confirming that corrective actions effectively addressed the root-causes of the non-conformances;
- Contributing to the development and implementation of an integrated approach to quality, risk and performance management for the organization;
- Providing leadership and support to the design, implementation and evaluation of performance/quality measurements of clients products/services (Program assessment/ranking and reporting, performance measurement capacity building, business performance/excellence)
- Using multiple Quality Management methodologies and tools to address the organization's business needs (Measurement and management of organizational performance);
- Developing process management by application of continuous improvement methodology;
- Preparing reports concerning the capabilities, strengths and weaknesses of the Quality Management Systems for internal or external publication which could be communicated to project management team through oral or written presentations (Basic statistical analysis techniques, questionnaire design and survey analysis. Ability to influence others, at all levels in the organization);
- Liaising with and interviewing quality management specialists from other organizations.
- Conducting risk assessments and evaluating potential risk and losses;
- Identifying project and procurement risks;
- Reviewing and auditing claims;
- Recommending alternative solutions, methodologies and strategies for risk mitigation and management;
- Assisting in prioritization and assignment of risks;
- Assisting in the development and/or implementation of Risk Management Plans;
- Developing and managing the implementation of Risk Management Plans (safety programs) to identify, analyze, plan, track, evaluate and control project risks on a continuous basis throughout the project life cycle;
- Coaching, mentoring and training project teams in risk mitigation techniques;
- Developing and implementing business continuity plans;
- Developing crisis and emergency communication and/or management planning strategies;
- Reviewing the organization's insurance and risk management programs and making recommendations regarding coverage improvements, administration, loss control and financing mechanisms;
- Providing leadership and support to the design, implementation and evaluation of clients products/services performance measures, risk management and risk mitigation strategies;
- Documenting process improvements;

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- Preparing reports for internal or external publication (Corporate Services, Policy, Communications)
- Liaising with and interviewing stakeholders, as required, to obtain, clarify and exchange information, in-order to co-ordinate and manage the Risk Assessment Process;
- Identifying, confirming and documenting the risk tolerance for the process, project, program, or strategic risk and using this tolerance to guide all analysis, assessment and recommendations undertaken or produced;

- Identifying, confirming and documenting the objectives and priorities specific to the process, project, program or strategic direction being assessed, feasibility studies;
- Identifying relevant risks and opportunities (including, but not limited to, economic, political, operational, legal, reputation, technical, organizational, accounting, banking and social risks) that threaten the objectives and priorities;
- Utilizing both quantitative and qualitative techniques, as appropriate, to assess the likelihood that a risk event will occur; and/or the impact if the risk event occurs;

- Recommending a ranked-order for risks and opportunities identified;
- Recommending and documenting suggested Risk Responses necessary to manage the likelihood and/or impact of the identified risks;
- Performing Control Risk Assessments and analysis, which may include statistical sampling and analysis of existing controls;

- Assisting with the on-going monitoring of risk and assisting with the implementation of risk response/mitigation strategies;

- Preparing draft and finalized risk assessments, briefing notes, presentations and papers related to risk management, and developing and updating risk management plans;
- Providing advice with respect to risk management best practices and providing guidance and direction to assist in managing risk.
- Planning and coordinating procurement activities including financial estimates, business requirements and contracting options (project procurement management, cost and estimate Management, sole source versus RFP process,);
- Providing briefings on progress and concerns of procurement (Contract process management);
- Planning, coordinating, preparing and controlling documentation for procurement plan and process, depending on method of procurement;
- Planning and coordinating the activities of project contractors and other support providers (Procurement integration in Project Management);
- Preparing, reviewing and/or finalizing Statement of Work for potential procurement;
- Preparing draft selection methodologies, evaluation plans, evaluation criteria (mandatory and point rated) and evaluation schedules for procurement;

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- Developing, planning, analyzing, evaluating and prioritizing deliverables and requirements (Bid evaluation);
- Monitoring the implementation and operations of the contract against established goals, objectives and milestones;
- Reporting progress of the project/contract on an ongoing basis and at scheduled points in the lifecycle;
- Identifying potential problems and propose solutions;
- Ensuring management staff is provided with timely and accurate project information and status updates;
- Developing and implementing procurement control, monitoring of system contract delivery and continuing service delivery and reporting procedures and managing changes;
- Conducting post procurement reviews and contractor evaluations / lessons learned;
- Leading or participating in negotiations and developing procurement process and/or business process maps.
- Planning and coordinating financial management activities including financial estimates and business requirements;
- Evaluating financial management procedures;
- Conducting cost benefit analysis and life cycle costing (Cost and estimate Management);
- Developing business plans;
- Developing models to carry out cost analysis of the resources required to perform specific inspections related to a project (Project Management);
- Performing risk analysis;
- Determining the resources required for implementation of projects such as acquisition costs, operation and maintenance costs and both recurring and non-recurring costs;
- Assisting in developing costs for specific activities such as: direct project costs, project support overhead, corporate and administrative (C&A) overhead, costs of products and services, and other related costs (Financial accounting)
- Planning, acquiring, and controlling the use of funds so as to meet the goals of an organization and maximize its value (Procurement integration in Project Management, contract process management);
- Identifying an organization's financial and non-financial objectives so as to improve its performance, determining whether those objectives are being effectively achieved;
- Developing and modifying business cases and financial plans for the future.
- Following-up on projects, major Crown projects and/or sensitive or complex project initiatives, where Canada requires a third party opinion.
- Assisting project management professionals in project monitoring and coordination;
- Providing administrative and technical support as required to the project team;
- Participating in meetings with project management professionals and other stakeholders (internal and external) to ensure project is progressing, project goals are being met and expected results are being achieved;

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- Ensuring project and contract activities, deliverables, milestones, timelines and financial commitments are tracked and commitments are being fulfilled;
- Communicating and coordinating meetings with project management professionals and other executive and customer stakeholders on matters related to the project;
- Performing a liaison role amongst all project management, executives and customer stakeholders;
- Preparing monthly, quarterly, yearly financial and project reports and other project monitoring reports to management and executives;
- Preparing annual reports, project progress reports, results achieved reports, lesson learned documentation and recommendations for improvement documentation at the executive level.
- Analyzing material, such as specifications (technical Statement of Work/Requirement), notes, drawings, writing manuals, user guides and other documents to explain the requirement clearly and concisely;
- Modifying, validating and compiling documents such as technical publications in general, specifications, equipment and system data lists, drawings etc.;
- Gathering information, analyzing the subject and the audience, and producing clear documentation;
- Studying existing material and interviewing Stakeholders;
- Creating accurate, complete and concise documentation to communicate the needs of the requirement;
- Assimilating and conveying technical material in a concise, effective manner;
- Following governmental publishing guidelines;
- Reviewing documents, drawings and associated data for conformance to established standards.
- Planning, researching and writing manuals, specifications and other non-journalistic articles;
- Design the layout of the documents/manuals;
- Using word-processing, desk-top publishing and graphics software packages to produce final camera ready copy;
- Planning, researching, modifying, assisting, writing and/or reviewing memos, scripts, plays, essays, speeches, manuals and other non-journalistic articles with conformance to established standards;
- Developing and implementing strategic communication plans in geographically dispersed organizations going through an organizational transformation (change management);
- Providing communications consultation advice to support strategic communications initiatives and strategies;
- Creating communications support materials;
- Developing and implementing creative communication and information products using a variety of tools, techniques and media and selecting an appropriate medium to convey information, ideas, and results;

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- Developing and implementing communication strategies and plans;
- Expressing and exchanging information in a clear and concise manner;
- Ensuring information is communicated to the appropriate people in a timely manner;
- Preparing reports for specific purposes using clear, communicative, and professional language (*e.g., audit reports, management letters, consulting reports, financial reports*);
- Ensuring communications are clearly understood by encouraging and listening to feedback both internally and externally in the organization;
- Structuring external communications to project an appropriate corporate image;
- Ensuring confidentiality with respect to organizational or client information and data;
- Determine target audiences in order to better develop messages;
- Identify and determine communications impediments and barriers;
- Provide advice on matters relating to policy/program development approaches or options and communications planning alternatives (internal or external).
- Researching, developing and implementing communications strategies involving social media and related content (ie. blogs, microblogs, wikis, crowdsourcing, content communities, social networks, etc);
- Provide support and assist communicators in using social media channels to complement traditional channels;
- Providing suggestions on cost-cutting measures in the communications process;
- Development of a procurement strategy – for the acquisition of a product or service – that lays out a mechanism to engage with industry and conduct a competition and procurement in line with legislative requirements and organisational policies; and
- Production of evaluation reports and procurement recommendations for internal stakeholders and sign-off authorities.

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4. REAL PROPERTY PROJECT MANAGEMENT SERVICES STREAM

Please note: Services relating to Real Property fall under the umbrella of services offered to other government departments by Public Works and Government Services Canada (PWGSC) in its role as common service agency, as defined in the PWGSC Act (see section 5 and subsection 6(f) for further information). It is therefore strongly recommended that PWGSC's Real Property Branch be consulted before proceeding with any requirements that fall under Stream 4: Project Management for Real Property.

The required services may include, but are not limited to the following:

- Assisting project team in management activities including financial, planning and contracting aspects;
- Providing financial administrative support to suit requirements;
- Assisting with security clearance process;
- Establishing project administration procedures
- Providing administrative and technical support of a clerical nature as required to a project team; Developing document and records management system and control process for project teams; Receiving incoming mail (both hard copy and e-mail), prioritizes and assesses urgency of mail and sets deadlines;
- Acting as the first point of contact in a "hot-line" situation by accepting incoming calls, logging calls, attempting to resolve simple problems and following established procedures for more difficult problems;
- Participating at project meetings, preparing/distributing minutes and records of decision;
- Providing comprehensive project planning and monitoring, reporting using project plan format;
- Maintaining and updating relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence;
- Communicating with project management on administrative matters related to the project;
- Assisting with the review of project requirements with specialists, other jurisdictional authorities and stakeholders;
- Assisting in the preparation and coordination of documentation in response to scheduled and unscheduled reports to update management of project progress; Providing technical writing support for written reports and presentation decks;
- Assisting in managing request for information (RFI) procedures;
- Providing support to tendering and contracting processes as requested; Supporting start-up construction process (preparation & meeting) by assisting in managing construction logistics: forecast, coordinate work, avoid disruptions to occupants;

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- Providing support in the preparation of timely and accurate Contemplated Change Notices (CCN's) and Change Orders (CO's) for approval, tracking and communications;
- Supporting post-construction services and post-construction evaluations;
- Developing project scope, requirement documents, statement of work, participating in client discussions, analysis of functional and operational requirements of the client;
- Preparation of project approval documents (e.g. business cases, feasibility studies, Treasury Board submissions) required for funding or project approval;
- Planning and coordinating the activities of project personnel, contractors or other support providers, including the preparation of preliminary time schedules for project design and implementation;
- Managing architectural/engineering and associated specialists teams, reviewing project costs and resolving variances with predetermined budgets by recommending action and resolving conflicts;
- Planning, directing and coordinating a project management office and its activities within time and cost parameters;
- Preparing formal work breakdown structure and compliance charts;
- Producing draft plans and sections for incorporation into Project Plans;
- Contributing to the organization's strategic and business planning initiatives (e.g., identifying strategic goals and implementing initiatives to achieve them (such as through policy development, standards development and program review));
- Recognizing and taking action on opportunities to combine professional resources through partnering arrangements (e.g., multi-disciplinary practices);
- Planning facilitation workshops that address strategic planning, teambuilding, positive-centred learning or conflict management, conducting stakeholder interviews. Preparing workshop material, facilitating the workshop, and on-going partnering process management;
- Preparing or managing of project documents, such as project charter or plan, client statement of work, investment analysis report, feasibility study, terms of reference, value engineering, lifecycle analysis, commissioning plan or lessons learned;
- Establishing and reviewing project and construction implementation strategies including, lump sum, phased, construction management, design-build and public-private partnerships;
- Coordinating consultants retained separately to ensure an integrated design (for example, geotechnical, seismic and environmental designs, functional program and fit-up/office planning);
- Briefing consultants and contractors on roles, responsibilities and guidelines for contract administration and on-site behavior;
- Developing an updated Project Plan, noting constraints, assumptions, inclusions and exclusions after review with stakeholders;
- Coordinating Value Engineering exercises or other strategies aimed at integrated design solutions and cost management; ensuring the review and implementation of outcomes from these processes;

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- Maintaining the design change management process that records changes to the scope of work;
- Monitoring the design, implementation and operations of the project against established goals;
- Reporting progress of the project on an ongoing basis;
- Assisting in the preparation of recommendations to engage or commission consultants, preparing consultant Request for Proposal (RFP) documents and reviewing and evaluating consultant proposals;
- Reviewing monthly progress claims from consultants for compliance with consultant agreements and recommending payments;
- Analyzing project schedules including contractor or consultant deliverables and determining whether corrective action is required to meet deadlines;
- Attending construction site meetings, providing input on interpretation of contract plans and specifications while ensuring that consultants or contractors fulfill their responsibilities under their respective agreements;
- Preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems;
- Managing and planning moves, including furniture coordination, cabling and signage procurement and verification;
- Coordinating and preparing documentation in response to scheduled and unscheduled reports, returns and observations to update management on project progress;
- At substantial completion, participating in inspections or acceptance boards: inspecting the work, evaluating amounts withheld due to deficiencies, accepting the work on behalf of client, recommending issuance of the interim certificate and payment to the contractor;
- Incorporating final reports into the Project Plan, including details of outstanding issues, warranties and obligations of consultants or contractors, posting project reviews and lessons learned;
- Ensuring that deficiencies and incomplete work are identified, managed, corrected and accepted as complete promptly; recommending issuance of final completion certificate;
- Developing and maintaining various systems for the management and control of the project in a manner compatible with client standards and guidelines. This includes financial, approval tracking, change management, communications, and security protocol for project staff and records management system.
- Assessing the organization's capability to undertake and successfully deliver a project in the context of the overall program or portfolio priorities through strategic planning;
- Specifying the general requirements of the project: developing, verifying and gaining acceptance of the project scope, budget, schedule and scope change control;
- Assisting in the prioritization and assignment of projects within a larger program or portfolio of projects;

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- Managing several Senior Project Managers, each responsible for an element of the project or program or portfolio and its associated team (e.g. project and financial management);
- Identifying and assigning project roles, responsibilities and reporting relationships, developing work plans, ensuring adequate human resources, and developing a productive team environment;
- Providing advice and leadership in the development and assessment of potential options on project development, recommending a preferred option and developing an implementation strategy through the preparation of a business case or feasibility study;
- Meeting, negotiating and gaining support from internal and external organizational stakeholders (e.g. senior government executives, private-sector interests, municipal interests, community groups, etc.);
- Developing project alternatives and identifying their administrative, organizational, economic, or technical feasibility;
- Assisting in obtaining required project approvals from relevant stakeholders (internal approval, zoning, heritage, etc.) including the review and interpretation of municipal by-laws;
- Undertaking due diligence activities for the acquisition or disposal of property (e.g. highest & best use studies, site selection studies);
- Developing real property master plans, detailed site development plans or land use plans analyzing development initiatives (e.g. transportation or servicing studies, analysis of traffic, parking, pedestrian activity, transportation demand management or other urban planning issues);
- Preparing offer call documents to be used in property acquisition or disposal;
- Examining and making recommendations concerning land title issues;
- Identifying, obtaining and managing environmental approvals, permits or licenses;
- Managing the implementation of a project or program to identify, analyze, plan, track and control progress on a continuous basis;
- Reviewing and accepting (or requesting changes to) the overall planning, design development and implementation process, including feasibility, environmental, infrastructure, conceptual designs, the associated class of cost estimate, project scheduling project changes, issues management and approval documents;
- Preparing life-cycle cost estimates using the discounted cash-flow method and sensitivity analysis;
- Managing program changes in accordance with the change management process;
- Developing risk management plans;
- Managing safety as an integrated part of the construction project following accountability frameworks and documentation to ensure consistency of practice and due diligence;
- Developing a Communications Plan that outlines the claims resolution process;

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- Developing a Communications Plan, press releases and questions and answers to media lines of inquiry;
- Assisting in organizing media events or building tours for the public or senior management;
- Producing camera-ready graphics of communication material or information panels for on-site exposition;
- Identifying project activities and creating and maintaining the project schedule, establishing a time control system, monitoring progress (including cost and schedule controls) and responding to variances;
- Formulating and maintaining master schedule of all activities and resources by defining deliverables, identifying key milestones and deadlines, reviewing project progress, and engaging in ongoing risk management. Identify (seasonal, site or client) specific impacts on timelines, timelines for work processes and approval periods to master schedule;
- Developing detailed cash flows as the project progresses to illustrate the sequencing of work and the inter-related activities;
- Communicating verbally and in writing with the Project Manager and with stakeholders to input modifications to the project schedule or the project Work Breakdown Structure;
- Visiting the site and providing timely input to update the Master Schedule Plan;
- Preparing an optimized project schedule, using Critical Path Methodology, to identify measures to shorten total project duration;
- Reviewing and monitoring overall project schedule on a regular basis using information provided from the project team; mitigate schedule delays as required.
- Maintaining schedule tracking and change management records;
- Documenting issues and resolutions related to the project schedule;
- Communicating with the Project Manager, management team or stakeholders regarding project status and deliverables using logic diagrams, bar charts and narrative reports; Contributing to the development and management of process and procedures used in operations;
- Preparing a cost and cash flow estimate (eg., identifying the resources, levels of effort and related costs) required for the project;
- Forecasting costs for specific activities such as: direct project costs, project support overhead, corporate or administrative overhead, costs of products and services, leasing costs;
- Assisting with cost control using problem solving techniques such as life-cycle analysis, value engineering, risk analysis or early estimation (elemental cost analysis);
- Analyzing trends in the real estate or construction markets and forecasting the impact of such trends on project costs;
- Monitoring actual or expected costs against previously budgeted costs and preparing variance analysis (e.g. analyzing and reporting on costs to complete projects and actions to be taken to stay on budget including the state of risk allowances, reserves or contingencies);

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- Preparing discounted cash-flow analysis including sensitivity analysis;
- Preparing value-for-money calculations using Monte Carlo Simulation;
- Preparing historic or pro forma financial statement or ratio analysis (based on financial, employment, spatial or other data);
- Providing a review of a financial analysis prepared by a different party;
- Evaluating financial management procedures;
- Reviewing submissions prepared by consultants or contractors relevant to financial activities;
- Developing business plans or financial plans;
- Providing input to update the Master (baseline) Cost Plan through:
 - Site inspections;
 - Assessing the project design and budgets;
 - Ensuring a common understanding of all contingencies or allowances;
 - Comparing and reconciling previous project budgets with the current budget.
- Providing approved budget, forecast, variances, actuals, billings, payments;
- Assisting with cost planning including:
 - Participating in cost planning of project options and “what if” scenarios;
 - Providing advice on cost planning in order to coordinate ongoing project procurement activities with information within the organization’s financial system;
 - Identifying and quantifying potential risks and making contingency recommendations in order to minimize negative cost impacts;
 - Identifying, forecasting and analyzing project related risks focusing on the presentation, documentation and use of risk allowances or risk reserves or general contingencies.
- Developing a detailed worksheet of sub-project annual funding, forecasts, value of work done over the life of the project;
- Reviewing and monitoring overall project budget on a regular basis using information provided from the project team;
- Highlighting variances and possible mitigation strategies to bring project costs back into budget;
- Providing regular reports of project cash flow, including forecasted requirements on an as-required basis;
- Evaluating or applying governmental or industry (i.e. Generally Accepted Accounting Principles) methods in financial decision making as they relate to real property;
- Analysis of external economic, land use and real estate market trends (environmental trends);
- Examine and interpret the local and community policies, plans and by-laws;
- Identifying the impact of anticipated environmental trends on an organization’s real estate portfolio;
- Developing building or space accommodation standards for an organization;

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Task and Solutions Professional Services (TSPS)

- Developing organizational policies concerning the use of real property;
- Identifying future space requirements of an organization and analyzing alternative solutions to meet such requirements;
- Preparing profiles of existing building or portfolio condition, performance and utilization;
- Identifying any potential problems a real estate portfolio presents in meeting organizational goals (eg. strengths/ weaknesses/ opportunities / threats analysis);
- Comparing the performance of a portfolio or real property organization with its past performance, private-sector industry or government comparables;
- Developing real property strategies to meet the organization's goals, accommodation requirements or real property "custodial" responsibilities;
- Developing strategies to rationalize or dispose of a group of real property;
- Prioritizing numerous real property projects (eg. maintenance, renovation / retrofit, tenant improvement, disposal, acquisition) in keeping with an organization's strategic goals and abilities;
- Preparing real estate development strategies and real property master plans;
- Preparing land use studies analyzing development initiatives or opportunities (eg. examining transportation and servicing issues);
- Developing a Communications Plan to public and media lines of inquiry;
- Reviewing and analyzing project background data and reports with respect to contract issues, i.e. claims, change orders, schedule reports, delays analysis, disputed issues, etc;
- Providing a complete detailed analysis of the monthly project schedule submissions commencing at the beginning of the project construction;
- Reviewing contractors As Built Critical Path Schedule and compare to the original Baseline Plan/schedule;
- Analyzing where schedule delays occurred and define critical/prime issues and causes (delay events) affecting the end date; impact of extension of time; identify concurrent delays;
- Providing a detailed project Delay Analysis;
- Identifying causes, circumstances and responsibilities (i.e. Contractor, consultant, PWGSC) leading to delays and potential claims;
- Completing a change order analysis, including a review of Contemplated Change Notices (CCN) & Change Orders (CO). Include a history of each CO and identify if delays were caused, the extent and impacts on the end date;
- Establishing costs incurred by the Crown as a result of contractor-caused delays;
- Analyzing delay impact and associated costs resulting from the cumulative effect of numerous change orders;
- Assisting the Project Manager in determining why a contractor is claiming for additional costs that have not been covered by change orders; and
- Providing support in preparation for potential mediation.

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Task and Solutions Professional Services (TSPS)

5. TECHNICAL, ENGINEERING AND MAINTENANCE SERVICES (TEMS) STREAM

As identified in the resulting contract, a portion of the following services must be performed by a licensed Professional Engineer in the applicable jurisdiction or must be performed under the supervision of a licensed Professional Engineer in the applicable jurisdiction. The required services encompass all electronic, electrical, optical, mechanical, structural and materiel systems.

The required services may include, but are not limited to the following:

- Producing engineering drawings;
- Producing data lists;
- Producing illustrated parts breakdown and parts lists;
- Preparing document illustrations;
- Preparing computer aided design;
- Performing machinist services such as milling, turning, grinding, and fabrication on manually and/or computer controlled machines;
- Performing metal manipulation and welding services involving oxy-acetylene, MIG, TIG and/or special metal welding techniques;
- Performing vehicle mechanic and/or technician services involved in the servicing and repair of vehicle systems and subsystems;
- Performing electrician and/or electrical technician services associated with the servicing and repair of vehicle and communications systems within the vehicle;
- Performing optical, and/or optronic servicing and repair of vehicle and communications systems within the vehicle;
- Performing electronic technician services associated with the servicing and repair of vehicle and communications systems within the vehicle;
- Performing installation and operation of test sensors and programmable data recorders used in conjunction with equipment testing;
- Performing optical data acquisition technical services including film and digital photo services, normal and high speed video, and/or x-ray photography;
- Preparing specifications for and carrying out the integration of systems and equipment;
- Conducting technical studies to produce technical options, validate and assess options, assess technical risks and evaluate designs;
- Developing design and prototype engineering solutions to technical problems;
- Maintaining and updating Unsatisfactory Condition Report (UCR) and Technical Failure Report (TFR) data bases. Researching, evaluating and responding to UCR/TFRs in conjunction with field support representatives;
- Producing draft specifications of systems, sub-systems, equipment, interfaces or ancillaries;

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- Tailoring military or commercial standards, specifications or practices for incorporation into system specifications;
- Producing draft technical evaluation plans and evaluation standards;
- Generating and/or evaluating test plans, procedures and reports;
- Conducting specialized electromagnetic compatibility (EMC) studies, producing acceptable EMC standards and test procedures and evaluating EMC / electromagnetic interference (EMI) test results;
- Designing programmable data acquisition, test sensors and recorders used in conjunction with equipment testing;
- Developing simulation and analytical models and utilizing the models for system and sub-system development and assessment;
- Preparing airworthiness certification management plans;
- Managing the planning, coordination, documentation and engineering efforts connected with the airworthiness certification of modifications to air systems;
- Proposing and/or analyzing engineering change proposals, estimating costs / risks and making recommendations;
- Preparing budgetary estimates for the completion of technical programs;
- Preparing space and weight budgets for installations, assessing proposed designs, evaluating prototypes and developing acceptance tests for user hand over;
- Preparing drawings, data packages and systems manuals;
- Preparing interface standards and integration plans for the utilization of current and new systems/equipment;
- Reviewing and making recommendations on work proposals;
- Participating in planning meetings and technical reviews relating to the design, application management and support of software sub-systems;
- Designing, testing and modifying hardware interfaces to digital computers. Confirming the correct functioning of hardware/software interfaces;
- Preparing specifications and statements of work for the procurement of systems;
- Developing quality assurance and configuration management plans and practices;
- Conducting MA&S process and sub-process assessments and re-engineering;
- Tracking, correcting and recording system and equipment configuration status and/or conformance;
- Preparing business cases, i.e. cost/benefit analysis;
- Developing and assessing maintenance strategies, plans and support requirements;
- Providing equipment project management services; developing environmental protection standards, practices or policies;
- Preparing and reviewing instructions and procedures regarding the appropriate handling, clean-up, protective clothing and safety measures to deal with hazardous materials. Developing or obtaining specifications such as material Safety Data Sheets for hazardous materials that are new to the project;

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- Conducting environmental or hazardous material assessments of equipment and systems. Assessing the toxicological impact of materials. Investigating alternate non-hazardous options;
- Conducting system integration analyses on the organization and processes involved the introduction of and provision of ongoing support to vehicle and (or) communication systems;
- Conducting a detailed derivation of integrated logistic system requirements for vehicle and communication systems within the vehicle and planning for the ongoing support to those systems;
- Planning the conduct of, providing technical guidance to and conducting statistical analysis of reliability, maintainability, availability and dependability (RAMD) tests of vehicle and communication systems within the vehicle;
- Managing the planning, coordination, documentation and engineering efforts connected with the configuration management of vehicle and communication systems within the vehicle;
- Designing, planning, implementing and modifying quality assurance programs within manufacturing, processing or distribution systems;
- Providing human factors engineering (ergonomics) services (physical and cognitive);
- Conducting the human factors engineering process such as planning, analysis, design, test and evaluation, fundamentals and facilities of various environmental systems;
- Conduct reviews of structural designs to ensure compliance with appropriate specifications, standards and guidelines;
- Perform structural engineering analyses in the area of traditional stress analysis, preliminary design, finite element analysis, damage tolerance assessments ,loads derivation, structural dynamic response and/or fracture mechanics analysis;
- Preparing design documentation in support of structural engineering services , including draft stress reports, manufacturing drawings and/or design drawings;
- Sign-off (stamp) for final approval of technical documentation.
- Supporting the design and development of clothing;
- Reviewing and analyzing vendors and manufacturers clothing samples and testing results for compliance with given specifications and testing standards;
- Establishing clothing technical databases for materiel and information management;
- Researching technical data to confirm accuracy and (or) currency and updating specifications, as required on these findings;
- Investigating Unsatisfactory Condition Reports, Material Authorization Change Requests, Design Change/Deviation Requests, Requests for Waiver, Technical Failure Reports, etc. to determine their legitimacy and to make recommendations for reply;
- Evaluating clothing against technical specifications;
- Preparing or revising clothing information manuals and instructor manuals;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for clothing;

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- Supporting compliance of environmental regulations regarding use and disposal of clothing;
- Supporting clothing stock reviews and recommending disposal or reassignment;
- Supporting the design and development of textiles;
- Reviewing and analyzing vendors and manufacturers textile samples and testing results for compliance to given specifications and testing standards;
- Establishing textile technical databases for materiel and information management;
- Preparing Statements of Work for the design and purchase of prototypes and (or) samples;
- Supporting textile stock reviews and recommending disposal or reassignment;
- Preparing clothing and personal protection equipment displays to meet requirements for conferences, exhibitions, briefings and meetings;
- Recommending revision of clothing scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;
- Supporting preparation or revision of textile information manuals and instructor manuals;
- Evaluating textile against technical specifications;
- Supporting compliance of environmental regulations regarding use and disposal of textiles;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for textiles;
- Reviewing and analyzing vendors and manufacturers personal protection equipment samples and testing results for compliance to given specifications and testing standards;
- Establishing personal protection equipment technical databases for materiel and information management;
- Supporting the design and development of personal protection equipment;
- Supporting personal protection stock reviews and recommending disposal or reassignment;
- Recommending revision of personal protection equipment scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;
- Supporting preparation or revision of personal protection equipment information manuals and instructor manuals;
- Supporting preparing plans for development and (or) assessment of new requirements or items including laboratory, engineering, and field trial protocols;
- Evaluating personal protection equipment against technical specifications;
- Supporting compliance of environmental regulations regarding use and disposal of personal protection equipment;
- Supporting preparations of maintenance/supply/repair and overhaul procedures and update notifications;

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- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for personal protection equipment;
- Supporting the design and development of NBC personal protection equipment;
- Reviewing and analyzing vendors and manufacturers NBC samples and testing results for compliance to given specifications and testing standards;
- Establishing NBC personal equipment technical databases for materiel and information management;
- Converting existing engineering drawings to new drawings
- Supporting NBC personal protection equipment reviews and recommending disposal or reassignment;
- Preparing NBC personal protection equipment displays to meet requirements for conferences, exhibitions, briefings and meetings;
- Recommending of NBC personal protection equipment revision of scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;
- Supporting preparation or revision of NBC personal protection equipment information manuals and instructor manuals;
- Evaluating NBC personal protection equipment against technical specifications;
- Supporting compliance of environmental regulations regarding use and disposal of NBC personal protective equipment;
- Reviewing and analyzing results of periodic testing of gas masks and canisters;
- Monitoring gas masks repair operations to identify tooling/facility shortfalls and investigate and recommending solutions;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for NBC personal protection equipment;
- Supporting the design and development of handwear/knitted footwear;
- Reviewing and analyzing vendors and manufacturers handwear and knitted footwear samples and testing results for compliance to given specifications and testing standards;
- Establishing handwear/knitted footwear and accessories technical databases for materiel and information management;
- Supporting handwear/knitted footwear and accessories reviews and recommending disposal or reassignment;
- Preparing handwear/knitted footwear displays to meet requirements for conferences, exhibitions, briefings and meetings;
- Recommending revision of handwear/knitted footwear and accessories scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;
- Investigating designs, materials and processes and recommending solutions to identified technical problems through literature searches and in consultation with industry and technical experts;

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- Support preparation of plans for development and (or) assessment of new requirements or items including laboratory, engineering, and field trial protocols;
- Evaluating handwear/knitted footwear and accessories against technical specifications;
- Supporting compliance of environmental regulations regarding use and disposal of handwear/knitted footwear and accessories;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for handwear/knitted footwear and accessories;
- Preparing new clothing technical specifications, manufacturing data, purchase descriptions, production drawings, sealed samples and revising existing specifications, drawings, and evaluation of existing sealed samples;
- Supporting the design and development of footwear;
- Reviewing and analyzing vendors and manufacturers footwear samples and testing results for compliance to given specifications and testing standards;
- Establishing footwear technical databases for materiel and information management;
- Supporting footwear reviews and recommending disposal or reassignment;
- Preparing footwear displays to meet requirements for conferences, exhibitions, briefings and meetings;
- Recommending revision of footwear scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;
- Evaluating footwear against technical specifications;
- Provision of technical guidance to manufacturers during the production of prototypes that may include plant visits;
- Supporting compliance of environmental regulations regarding use and disposal of footwear;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for footwear;
- Creating and inputting clothing and personal protection equipment new patterns/drawings and revising existing patterns and drawings in the apparel Computer Aided Design (CAD) system;
- Researching technical data to confirm accuracy and (or) currency and updating clothing and personal protection equipment pattern drawings as required;
- Supporting the design and development of clothing and personal protection equipment;
- Reviewing and analyzing vendors and manufacturers clothing and personal protection equipment samples and testing results for compliance to given specifications and testing standards;
- Establishing clothing and personal protection equipment technical databases for materiel and information management;
- Supporting clothing and personal protection equipment pattern and sizing reviews and recommending disposal or reassignment of patterns;

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- Converting existing engineering drawings to new drawings utilizing commercial software applications for incorporation into specifications;
- Creating clothing and personal protection equipment scales of measurement in both Imperial and Metric measurements for inclusion in specifications, manufacturing data or purchase descriptions;
- Supporting preparation or revision clothing and personal protection equipment information manuals and instructor manuals;
- Supporting preparation of plans for development and (or) assessment of new requirements or items including laboratory, engineering, and field trial protocols;
- Evaluating clothing and personal protection equipment against patterns;
- Supporting compliance of environmental regulations regarding use and disposal of clothing and personal protection equipment;
- Creating clothing and personal protection equipment pattern markers for manufacturers and for evaluation of fabric usage estimates;
- Fabricating prototypes/samples for confirmation of patterns, assembly procedures and upgrading purposes;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for clothing and personal protection equipment;
- Designing, developing and fabricating clothing, personal protection equipment and load carriage prototypes for design acceptance and specification preparation;
- Evaluating clothing and personal protection equipment prototypes from industry to determine construction characteristics and to determine suitability;
- Fabricating clothing and personal protection equipment prototypes to test patterns prior to computerized grading/sizing;
- Supporting evaluation of vendors and manufacturers clothing and personal protection equipment samples for compliance with specified measurements and construction methods;
- Supporting maintenance of specialized equipment used in the construction/fabrication of clothing and personal protection equipment;
- Supporting the design and development of badges/insignia/ceremonial accoutrements;
- Reviewing and analyzing vendors and manufacturers badges, insignia and ceremonial accoutrements samples and testing results for compliance to given specifications and testing standards;
- Establishing badges, insignia ceremonial accoutrements technical databases for materiel and information management;
- Supporting badges, insignia and ceremonial accoutrements reviews and recommending disposal or reassignment;
- Preparing badges/insignia/ceremonial accoutrements displays to meet requirements for conferences, exhibitions, briefings and meetings;
- Utilizing commercial software applications for incorporation into specifications;
- Supporting preparation or revision badges, insignia and ceremonial accoutrements information manuals and instructor manuals;

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- Evaluating prototypes and commercial products to determine suitability;
- Evaluating badges, insignia and ceremonial accoutrements and insignia against technical specifications;
- Supporting compliance of environmental regulations regarding use and disposal of badges, insignia and ceremonial accoutrements;
- Researching and monitoring emerging technologies and (or) products and (or) industrial capabilities for badges, insignia and ceremonial accoutrements;
- Preparing correspondence and documents related to the acceptance/rejection of deliverables;
- Preparing statements of work and item descriptions for inclusion into requests for proposals;
- Providing feedback and (or) data clarification to the project management authority;
- Conducting evaluations of ILS bid proposals and provide feedback and recommendations to the project management authority;
- Working with engineering and procurement to ensure ILS efforts are integrated with other program activities;
- Planning and implementing logistic support elements which include: maintenance tasks, spares, training, technical publications, translation and facilities;
- Preparing and presenting to business units and operational divisions which cover issues of maintenance and supply support;
- Physically assembling complete or partial Technical Data Packages (TDPs) and identifying and actioning deficiencies in data packages of systems and equipment;
- Receiving, logging, taking custody of and acknowledging the receipt of TDPs which describe additions, modifications and/or deletions of technical data;
- Collecting, reviewing and updating configuration management data for input into the environmental configuration management information system;
- Modifying, validating and compiling technical data package lists, that will include:
 - technical publications;
 - specifications;
 - performance test sheets;
 - equipment and system data lists and drawings;
 - repair and overhaul specifications; and
 - other technical descriptors in accordance with Data Technical Descriptions (DTDs) and Data Item Descriptions (DIDs);
- Updating, validating and compiling technical data action notices;
- Reviewing documents, drawings and associated data for conformance to standards; and
- Formatting technical documents.

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- Conducting engineering studies and analysis to provide technical solutions to stated technical/logistic or operational requirements/problems including preparation of Engineering Changes (ECs);
- Defining standards and criteria related to equipment or systems maintenance;
- Preparing, modifying or updating specifications and drawings;
- Converting specifications and drawings to current standards or electronic formats;
- Preparing, modifying or updating Technical Instructions and Orders;
- Evaluating existing systems;
- Performing configuration management;
- Performing analysis of maintenance, repair and overhaul data;
- Investigating Unsatisfactory Condition Reports (UCRs) and Technical Failure Reports (TFRs);
- Preparing technical statements of requirement, draft specifications and purchase descriptions;
- Preparing data for initial provisioning and repair parts scaling;
- Reviewing the design, development, manufacture, installation and testing of prototype modifications;
- Preparing repair procedures, maintenance schedules and technical data;
- Preparing life-cycle cost estimates;
- Preparing support cost option analysis for systems and equipment;
- Planning, developing, implementing and administering a data management system;
- Performing independent verification and validation services for equipment engineering projects;
- Providing studies and recommendations on application software development standards, methodologies and tools appropriate for the development and maintenance of related software systems;
- Reviewing Repairable Arising Control sheets (RAC) for technical content and making recommendations;
- Reviewing and updating material/equipment specifications; and
- Reviewing disposal certificates, making appropriate recommendations, updating maintenance handbooks, parts list and operating manuals.

Annex B
TSPS Generic Security Requirements Check Lists (SRCLs)

The list and details of the 31 pre-approved SRCL's for professional services is available for download from the CPSS website: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/31-eng.html>

Note to Supplier: It is mandatory to have a minimum security clearance of DOS Reliability prior to issuance of a TSPS Supply Arrangement. Should your company require sponsorship at the minimum DOS Reliability level, it is suggested suppliers send an email request to the TSPS general email account at SPTS.TSPS@tpsgc-pwgsc.gc.ca as soon as possible.



General Instructions of Quarterly Usage Report

Introduction

The Government of Canada (GC) requires that Suppliers provide Usage Reports to the Supply Arrangement (SA) and Standing Offer (SO) Authority on a quarterly basis.

Response Due Date

Completion of the report is **MANDATORY** and you are required to return it by the due date indicated below.

Quarter	Period to be Covered	Due on or before
1st	April 1 to June 30	July 15
2nd	July 1 to September 30	October 15
3rd	October 1 to December 31	January 15
4th	January 1 to March 31	April 15

Please ensure that you enable the macros in order to use the complete functionality of this report template.

Information to be Reported

For each Standing Offer or Supply Arrangement or both that the Supplier has been issued, the Supplier must report:

- a) All call-ups issued during the period in question;
- b) All contracts issued during the period in question;
- c) All amendments to call-ups issued during the period regardless of when the original call-up was issued;
- d) All amendments to contracts issued during the period regardless of when the original contract was issued.

Completing the report

- a) Suppliers must complete all applicable portions of the report.
- b) This report has 4 sections identified by the labels of each worksheet on this file. The fields that allow editing are painted in white. Use your mouse to move between required fields. Some fields have pull down lists - you must use only the options presented on the lists provided.
- c) Please do not substitute brochures, catalogues or annual reports in lieu of answers to our questions.
- d) For a specific Standing Offer or Supply Arrangement, if the Supplier is not awarded any call-ups or contracts during the period in question, the Supplier must still complete the Report form provided. In the Utilization Report template, in column E of the sheets titled "SO-Information Sheet" and "SA-Information Sheet", the Supplier must select "None" from the drop down list.

Currency

All monetary values must be stated in Canadian dollars (CDN) and must include all applicable taxes.

Changing the Format

Suppliers must not modify the format of this report. Should you have any suggestions about the format, please forward them by e-mail to:

Learning Services: SPTS.TSPS@tpsgc-pwgsc.gc.ca

Returning the Completed Report

Please e-mail the completed report to:

Learning Services: SPTS.TSPS@tpsgc-pwgsc.gc.ca

Confidentiality

GC will keep your response confidential.

Questions

Should you need further clarification, please forward your questions by e-mail to the following address (do not forget to include your name and phone number):

Learning Services: SPTS.TSPS@tpsgc-pwgsc.gc.ca

Instructions on Completing the Report Form

1) Completion of Organization Profile Sheet

- a) Suppliers must, for each Standing Offer or Supply Arrangement or both issued to them, select their legal name from the drop down list. The template will automatically populate each Standing Offer number or Supply Arrangement number or both that the Supplier has.
- b) Suppliers must provide contact information for the Supplier's primary representative and alternate (if applicable) who was responsible for completing the utilization report template.

2) Completion of SO-Information and SA-Information Sheets

Column C - "Standing Offer Number / Supply Arrangement Number"

General Instructions of Quarterly Usage Report

Supplier must select the appropriate Standing Offer or Supply Arrangement number from the drop down list. System will allow copying and pasting into another cell in this column a Standing Offer or Supply Arrangement number that already exists in the list.

Column D – “Method of Supply”

Supplier can only select from the drop down list. System will allow copying and pasting into another cell in this column a Method of Supply that already exists in the list.

Column E – “New Activity”

If a call-up, amendment to a call-up, contract, or contract amendment has been issued against each specific Standing Offer or Supply Arrangement during the period, the Supplier must choose “Yes” from the drop down list.

If a call-up, amendment to a call-up, contract, or contract amendment has not been issued against a specific Standing Offer or Supply Arrangement during the period, the Supplier must choose “None” from the drop down list. The template will automatically populate the remaining cells in the row.

Column F – “Call-up or Amendment” / “Contract or Amendment”

Supplier must select from the drop down list. System will allow copying and pasting into another cell in this column the reference to “Call-up”, “Contract” or “Amendment”.

Column G – “Call-up N^o” / “Contract N^o”

Call-ups or Contracts - Supplier must enter the complete call-up or contract number.

Amendment to a Call-up or Contract - Supplier must enter the complete call-up or contract number that has been amended.

System will allow copying the complete call-up or contract number and pasting into another cell in this column.

Column H – “Amendment N^o”

Supplier must enter the number of the amendment (i.e. “1”, “2”, “3”, etc.).

Column I – “Call-up/Amendment Issuance Date” / “Contract/Amendment Issuance Date”

Date the call-up, contract, amendment to call-up, or amendment to contract was issued must be entered in the form of MM/DD/YYYY.

Column J - “Call-up/Amendment Start Date” / “Contract/Amendment Start Date”

Date the work covered under the call-up or contract is scheduled to start. For amendments to a call-up or contract, the date is the revised starting date for the work. All dates must be entered in the form of MM/DD/YYYY.

Column K - “Call-up/Amendment End Date” / “Contract/Amendment End Date”

Date the work covered under the call-up or contract is scheduled to end. For amendments to a call-up or contract, the date is the revised end date for the work. All dates must be entered in the form of MM/DD/YYYY.

Column L – “Client Department”

Supplier must select the appropriate Department/Agency name from the drop down list. System will allow copying the Client Department name and pasting into another cell in this column.

Column M – “Contact Name”

Supplier must indicate the full name of the contact from the Client Department. System will allow copying the contact name and pasting into another cell in this column.

Column N – “Telephone Number”

Supplier must indicate the full telephone number, including area code, of the contact from the Client Department. System will allow copying the telephone number and pasting into another cell in this column. Telephone numbers must be entered in the form of 5551234567. Entries such as 555-123-4567 will not be accepted.

Column O – “Classification or Consultant Category”

Supplier must select the appropriate Classification or Consultant Category from the drop down list. If the Supplier selects “Multiple Classifications/Categories” from the drop down list, the Supplier must, in the “Comments” column (column R), provide a list of the Classifications/Categories. System will allow copying the Classification/Category and pasting into another cell in this column.

Column P – “Delivery Location”

Supplier must select from the drop down list the appropriate region or Metropolitan Area where the work is being performed. System will allow copying the delivery location and pasting into another cell in this column.

Column Q – “Total Call-up or Amendment Value” / “Total Contract or Amendment Value”

If reporting the value of an amendment to a call-up or contract, Suppliers are to report only the total value of the amendment not the revised call-up or contract value. All values are to be reported in Canadian dollars.

Column R – “Comments”

Suppliers who have selected “Multiple Categories” in column M, for a call-up or contract, must list each of the Consultant Categories in this column. Suppliers may also add additional text in this column as required.



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Organization Profile

(1) Please select your legal name from the drop-down list in the spaces below. If your organization has more than one Standing Offer and/or Supply Arrangement, please indicate all of them.

First SO		First SA	
Legal name:		Legal name:	
SO Number:		SA Number:	

Second SO		Second SA	
Legal name:		Legal name:	
SO Number:		SA Number:	

Third SO		Third SA	
Legal name:		Legal name:	
SO Number:		SA Number:	

Fourth SO		Fourth SA	
Legal name:		Legal name:	
SO Number:		SA Number:	

Fifth SO		Fifth SA	
Legal name:		Legal name:	
SO Number:		SA Number:	

(2) Complete the details of the person who is the primary contact regarding this report:

Contact name:	
Title:	
Email:	
Phone No.:	

(3) If applicable, provide details for the alternate contact regarding this report:

Contact name:	
Title:	
Email:	
Phone No.:	



Annex D - Client Satisfaction Form

SO# or SA#:		Call-up# / Contract# :	
Professional Services <input type="checkbox"/> TBIPS SO <input type="checkbox"/> TSPS SO <input type="checkbox"/> Learning Services SO <input type="checkbox"/> ProServices Method of Supply <input type="checkbox"/> TBIPS SA <input type="checkbox"/> TSPS SA-Task <input type="checkbox"/> Learning Services SA <input type="checkbox"/> Other <input type="checkbox"/> SBIPS SA <input type="checkbox"/> TSPS SA-Solution <input type="checkbox"/> PASS SA Specify _____			
Contractor's Name:		Award Amt:	Award Date:
Contractor's Address:		Amend Amt:	End Date:
		Total Spent:	
		TA Contract: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Description of Work:		Amendment History:	
Client Department:			
Technical Authority		Client Contracting Authority	
Name:		Name:	
Telephone #:		Telephone #:	
e-mail:		e-mail:	
1. How do you rate the Contractor's overall performance? <input type="checkbox"/> below expectations <input type="checkbox"/> as expected <input type="checkbox"/> above expectations			
2. Resources a. Did the Contractor provide the resource(s) as identified in their Proposal? <input type="checkbox"/> Yes <input type="checkbox"/> No b. Did the Contractor's resource(s) conduct their work in a professional manner? <input type="checkbox"/> Yes <input type="checkbox"/> No c. Were replacement resources required? <input type="checkbox"/> Yes <input type="checkbox"/> No			
3. Replacement Resources a. Did the Contractor request to replace the resource(s) immediately after Contract Award? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA b. Did the Client request to replace the resource(s)? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA c. Did the Replacement Resources meet the requirements of the RFP or ACF? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA d. How many times were the Contractor's resources replaced? _____ times			
4. Was the Contract completed within the predetermined: a. Time Estimate? <input type="checkbox"/> Yes <input type="checkbox"/> No b. Cost Estimate? <input type="checkbox"/> Yes <input type="checkbox"/> No			
5. Were the required Reports and Deliverables: a. In conformity with the Scope & Tasks of the SOW <input type="checkbox"/> Yes <input type="checkbox"/> No b. Received in the specified time frame? <input type="checkbox"/> Yes <input type="checkbox"/> No			
6. Contract Management a. Did the Contractor deal with performance issues in a timely basis? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA b. Did the Contractor submit the invoices in accordance with the Invoicing Instructions? <input type="checkbox"/> Yes <input type="checkbox"/> No c. Did the Contractor submit the invoices in accordance with the Basis of Payment? <input type="checkbox"/> Yes <input type="checkbox"/> No d. Did the Contractor submit the invoices in accordance with the Method of Payment? <input type="checkbox"/> Yes <input type="checkbox"/> No e. Did the Contractor respond to every TA Request? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA f. Did the Contractor properly respond to every TA Request? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA			
7. Remarks 			

ANNEX E
Qualified Streams

ANNEX E TO COMPONENT II WILL BE ATTACHED TO THE TSPS SUPPLY ARRANGEMENT UPON AWARD.

Annex F
Insurance Requirements

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
2. The Commercial General Liability policy must include the following:
 - a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
 - b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
 - c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
 - d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
 - e. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
 - f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
 - g. Employees and, if applicable, Volunteers must be included as Additional Insured.
 - h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
 - i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.

- j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- l. Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
- m. Non-Owned Automobile Liability - Coverage for suits against the Contractor resulting from the use of hired or non-owned vehicles.
- n. Advertising Injury: While not limited to, the endorsement must include coverage piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.
- o. All Risks Tenants Legal Liability - to protect the Contractor for liabilities arising out of its occupancy of leased premises.

Where the Contractor is a JV, for the purposes of the Contract and any related documents (including insurance certificates), Canada requires that the JV Contractor identify itself by a single name. Upon request by Canada, a JV Contractor must specify the name of the JV to the Contracting Authority.