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Imaging Products and Bulk Printing Products Industry Engagement Day

July 15, 2015

**WORKPLACE
TECHNOLOGY
DEVICES
INITIATIVE**



Shared Services
Canada

Services partagés
Canada

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Welcome and Opening Remarks

Instructions for participants



This is an Operator Managed Call

All lines are muted until the Question & Answer period

Once the Q&A period has begun, the Operator will explain to participants the process for asking a question

When the Operator unmutes your line, they will call you by the name you provided during the dial-in process

Your question must be asked in the same language as the line you dialed into

- English line = English Question; French line = French Question
- Floor line = English or French Question

Questions will only be accepted via the telephone

Industry Engagement Day Agenda

Time (EDT)	Presenter	Description
1:15 – 1:20 p.m.	Pankaj Sehgal, Assistant Deputy Minister, Networks and End User Branch, SSC	Opening Remarks and Industry Day Objectives
1:20 – 1:30 p.m.	Pankaj Sehgal, Assistant Deputy Minister, Networks and End User Branch, SSC	SSC Way Forward
1:30 – 1:45 p.m.	Alan Manara, Director General, Workplace Technology, Networks and End User Branch, SSC	Background, Scope and Current Environment Overview
1:45 – 2:00 p.m.	Dale Heins, Senior Director, Mainframe and Bulk Print Services, Service Management and Data Centres Branch, SSC	Bulk Printing Requirements
2:00 – 2:30 p.m.	André Arsenault, Director, Workplace Technology Devices Initiative, Networks and End User Branch, SSC	Imaging Products Requirements and Industry Questions Overview
2:30 – 2:40 p.m.	Break	
2:40 – 2:55 p.m.	Jason Weatherbie, Director, Procurement and Vendor Relationships, SSC	Collaborative Procurement Solutions Approach
2:55 – 3:30 p.m.	Alexandre Dorion, Manager, Cyber and IT Security, SSC	Supply Chain Security Integrity (SCI) Process
	Jérôme Tremblay, Cyber Security Advisor, Strategic Relationships Office, CSE	Supply Chain Threat to the Government of Canada
3:30 – 4:15 p.m.	Alan Manara, Director General, Workplace Technology, Networks and End User Branch, SSC	Questions and Answers
	Dale Heins, Senior Director, Mainframe and Bulk Print Services, Service Management and Data Centres Branch, SSC	Recap/Closing Remarks



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SSC Way Forward

Pankaj Sehgal
Assistant Deputy Minister
Networks and End User Branch

July 15, 2015



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Industry Engagement Day Objectives

- Engage industry in a dialogue on SSC's plans and options vis-à-vis delivering:
 - Imaging products (network and local printers; multi-function printer/copier/scanner/fax)
 - Bulk printing (large volume print centres)
- Present high level strategies, requirements and questions, and invite industry feedback in a subsequent written submission
- Outline the procurement approach (based on the Collaborative Procurement Solutions process)
- Describe the Supply Chain Integrity process

Objective



- As Shared Services Canada (SSC) has moved from the planning phase to focus on migration from a legacy environment to new enterprise IT infrastructure, the department has adopted a new organizational structure
- This reorganization is known as the “SSC Way Forward”

Looking Forward



- SSC has evolved and is organizing itself to better drive transformation and improve services
- SSC's reorganization reflects what we have heard from staff, partners and the industry
- This is part of SSC's natural evolution...

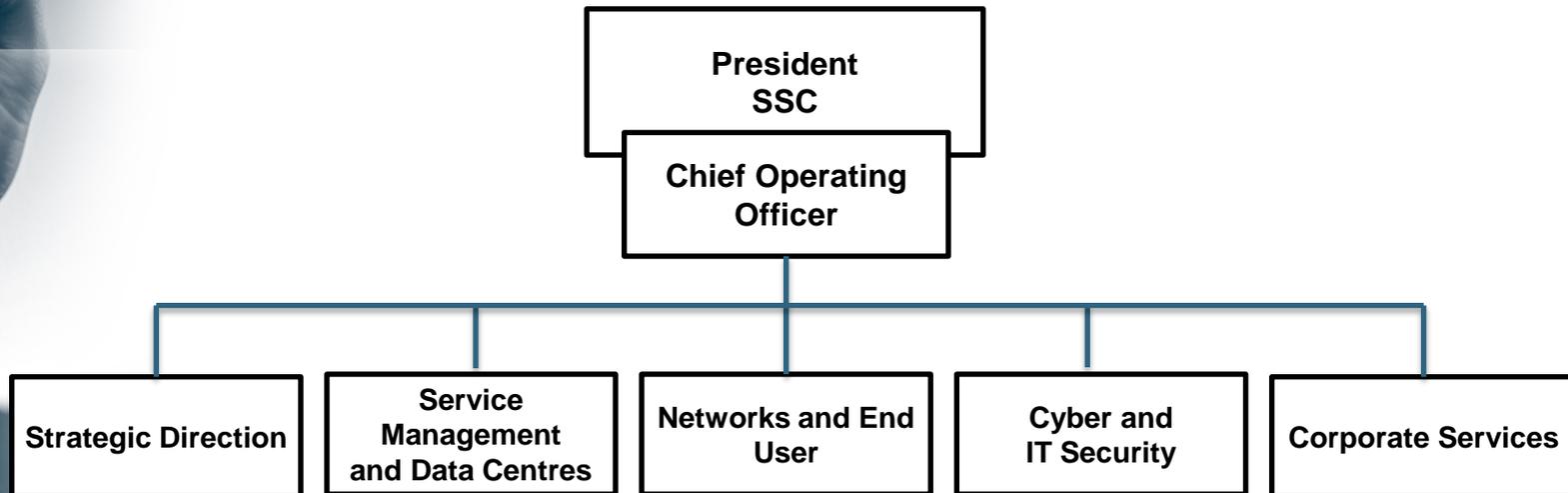
Looking Forward (cont'd)



- SSC will invest time and effort to:
 - Support mobility
 - Harvest benefits
 - Prioritize client service
 - Clarify accountability
 - Increase agility
 - Improve scalability
- The reorganization is:
 - Facilitating workload migration
 - Avoiding unnecessary reinvestment in legacy IT infrastructure
 - Meeting changing needs of tomorrow's public service

SSC's Evolution

- As of April 1, 2015, SSC has adopted a structure where single parts of the organization are responsible for the entire lifecycle of the services they provide



SSC's Evolution (cont'd)



- The new operational model gives SSC the opportunity to further consolidate, standardize and re-engineer the way we do business
- It supports integrated planning
- It enables SSC to provide partners with the integrated services they need to deliver programs and services to Canadians

SSC's Evolution (cont'd)



- SSC's Client Relationship Management function (part of the Strategic Direction Branch) has shifted to an IT Service Management approach by which each partner will benefit from a single point of contact Account Executive
- The Account Executive will liaise with SSC's service delivery and project management functions
- Day-to-day operations will continue to be provided through the SSC service desk

Networks and End User Branch

Networks and End User Branch

Pankaj Sehgal

Assistant Deputy Minister

Networks
and End
User
Projects

Intra-Building
Networks

Telecom

Data
Networks

E-mail
Services

Workplace
Technology

Workplace Technology

Workplace Technology

Alan Manara
Director General

Duc-Chi Tran
Senior Director
Workplace Technology Services
Service Lead

Eric Poirier
Director
Workplace
Technology
Software
Service Lead

André Arsenault
Director
Workplace
Technology
Devices Initiative
Design Lead

Kristie Rowan
Director
Workplace
Technology
Services
Pre-Deployment

Stéphane Brais
Director
Workplace
Technology
Services
Deployment

Andrew Beere
Manager
Workplace
Technology
Services
Common Services

Service Management and Data Centres

Kevin Radford

Senior Assistant Deputy Minister

Dale Heins

Senior Director

Mainframe and Bulk Printing



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Background, Scope and Current Environment Overview

Alan Manara
Director General
Workplace Technology

July 15, 2015



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Background



“Moving forward, the Government will explore further whole-of-government approaches to reduce costs in the area of procurement of end user devices and associated support services.”

*“[...] the Minister designated for the purposes of the **Shared Services Canada Act** must provide services related to the acquisition and provision of hardware and software, including security software, for end user devices, through Shared Services Canada.”*



**Order in Council
Number: 2013–0368**



SSC creates the Workplace Technology Devices (WTD) Initiative in Summer 2013.

WTD Objective and Organizational Scope

Objective

To standardize and consolidate the Government of Canada's procurement of WTD hardware and software.

Organizational Scope

Departments and agencies listed in Schedule I, I.1 and II of the *Financial Administration Act* except for Agents of Parliament.

SSC is also mandated to explore how support services for workplace technology devices can be modernized.

WTD Business Outcomes

- Standardize the technology
- Ensure patch and version currency
- Unify threat mitigation
- Integrate identity, credential and access management solutions
- Protect supply chain against untrusted equipment

STRENGTHEN IT SECURITY



IMPROVE SERVICE DELIVERY



- Improve levels of service for public servants
- Standardize processes and provide a consistent end user experience across the Government of Canada
- Provide devices and tools aligned with end user needs
- Enable anywhere, anytime, right device computing

- Standardize entitlement, delivery processes and WTD technology
- Consolidate procurement to leverage the Government of Canada's purchasing power



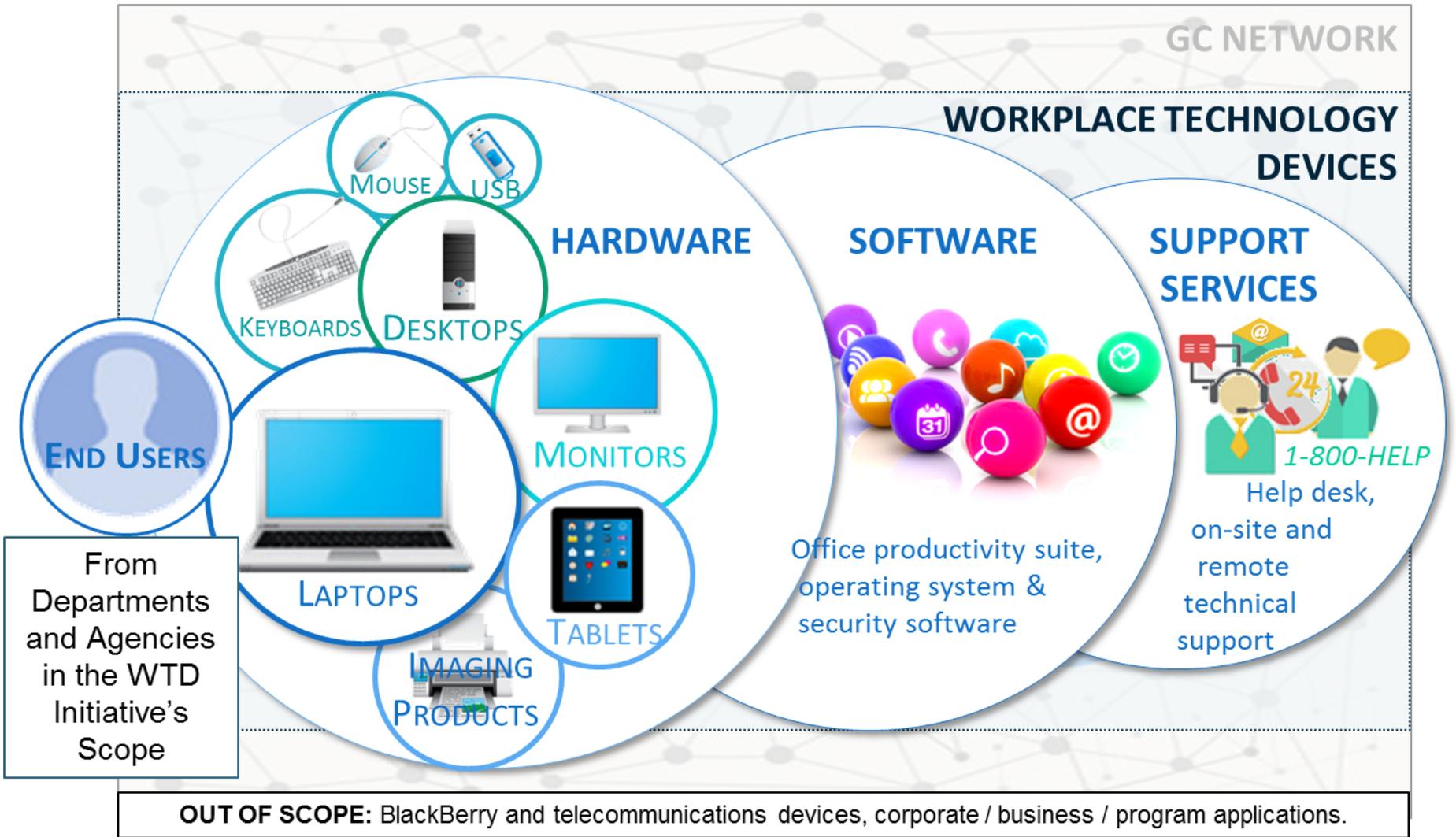
GENERATE SAVINGS



ADDITIONAL BENEFITS

- Support public sector modernization and enable Workplace 2.0 and Blueprint 2020
- Deliver greening benefits
- Supply capacity on demand

Scope of the WTD Initiative



Industry Engagement Day Scope

WTD Imaging Products and Bulk Printing Products



From Departments and Agencies in the WTD Initiative's Scope

OUT OF SCOPE: BlackBerry and telecommunications devices, corporate/business/program applications.

WTD Imaging Products Scope

DEVICES

In-Scope

- ☑ Printers and scanners capable of connecting to a computing device or a network
- ☑ Network or direct attachable printing and imaging Multi-Function Devices (MFD) that combine printing, scanning, faxing and photocopying

Out-of-Scope

- X Standalone fax machines and non-network-capable photocopiers
- X Specialized imaging devices (*i.e. do not print on standard-sized paper of 8.5x11, 8.5x14 or 11x17*)

SERVICES

In-Scope

- ☑ Device deployment
- ☑ Fleet monitoring and management
- ☑ Provisioning and replenishment of all consumables, excluding paper
- ☑ On-site hardware break-fix services
- ☑ Ongoing preventative maintenance, operational management and fleet optimisation
- ☑ Device disposal

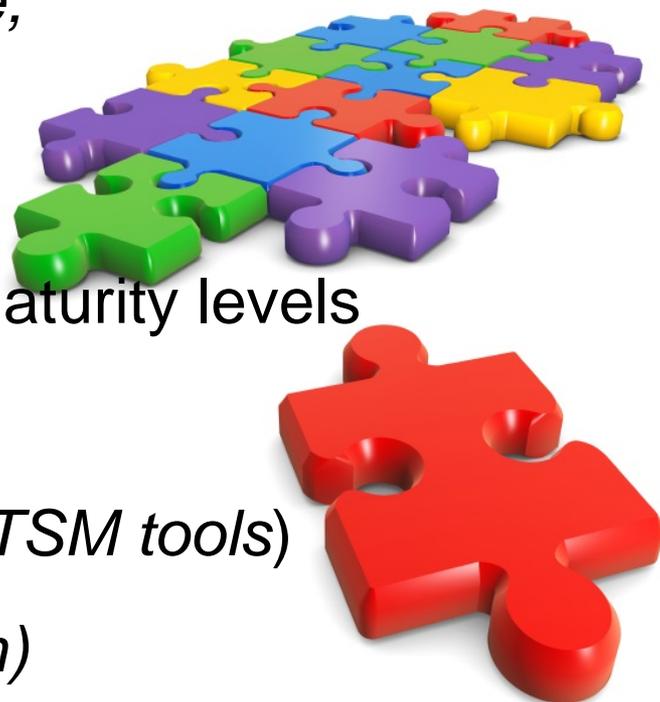
Out-of-Scope

- X Print server, print queue or IP print management

Imaging Products: Complex Current State

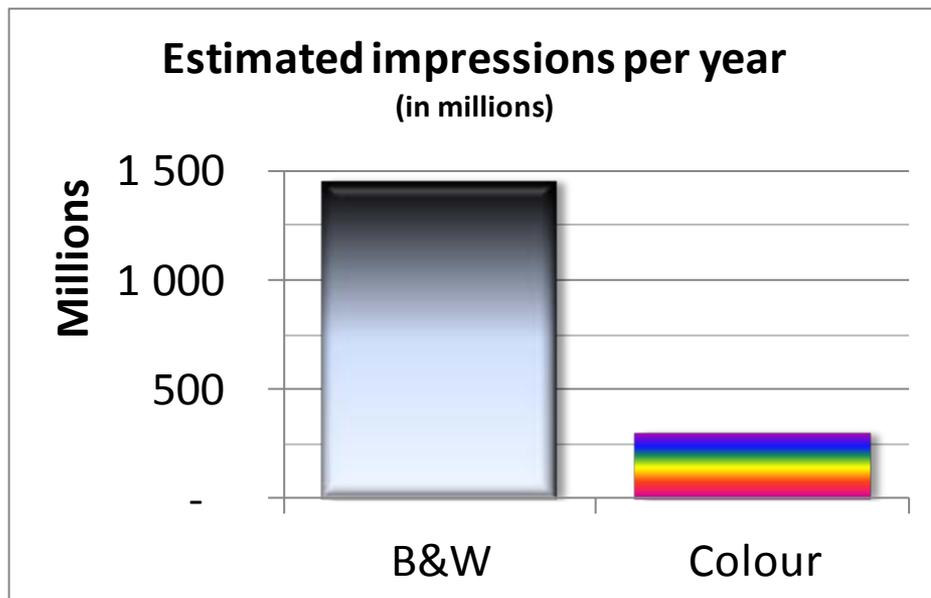
90+ organizations with varying:

- Program mandates (*security, defence, research, administration, etc.*)
- Service levels and support models
- Imaging product fleet management maturity levels
- Manufacturer and product diversity
- Technical infrastructures (*networks, ITSM tools*)
- Imaging policies (*entitlement, refresh*)
- Asset ownership models (*leased, purchased, managed*)
- Funding sources (*chargeback, facilities vs. IT budget*)

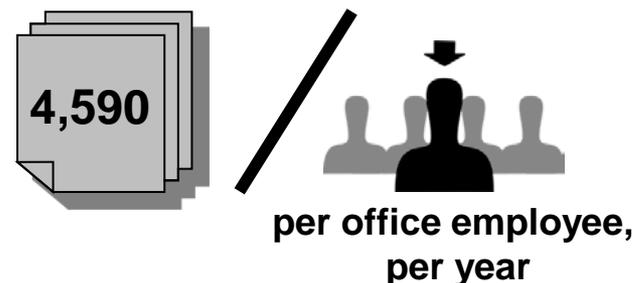


Imaging Products Metrics

(EXCLUDING BULK PRINT PRODUCTS)



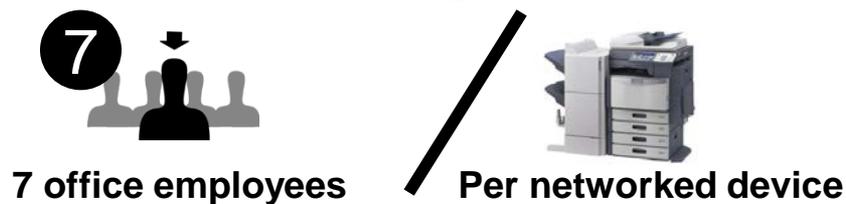
Estimated average impressions



Estimated number of devices¹



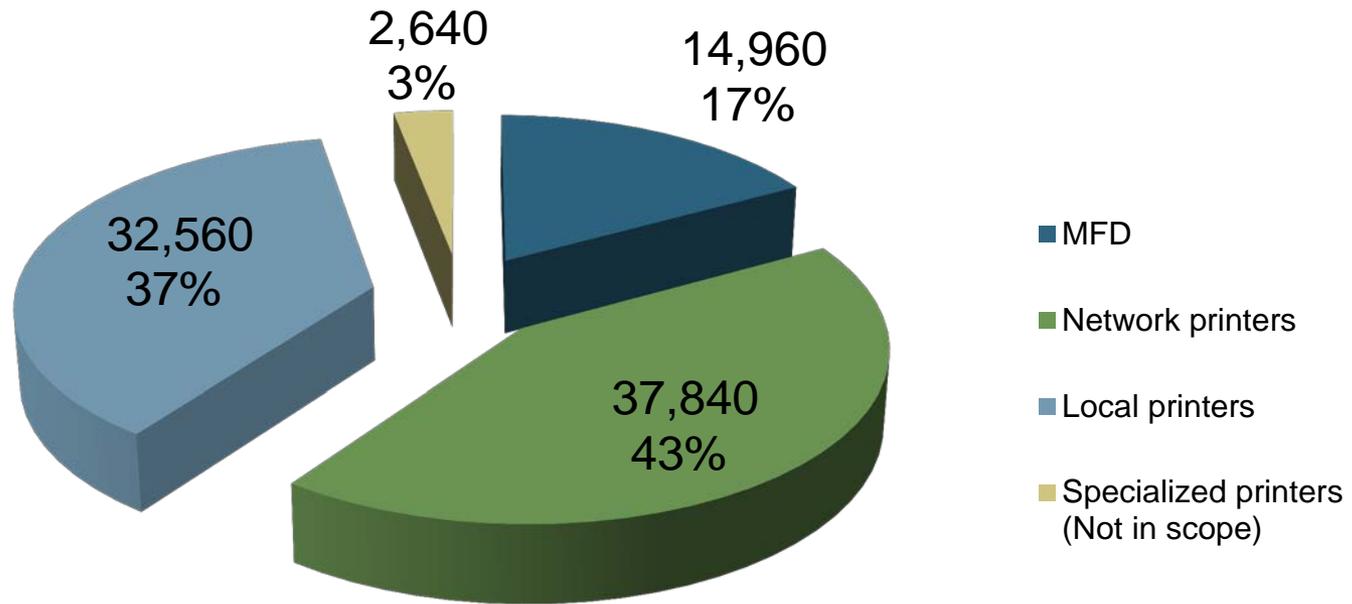
Estimated average device ratio¹



¹ High-level estimates extrapolated from 2013–14 current state assessment completed by departments and agencies representing 90+% of Government of Canada end user population.

Product Mix

Imaging product mix¹

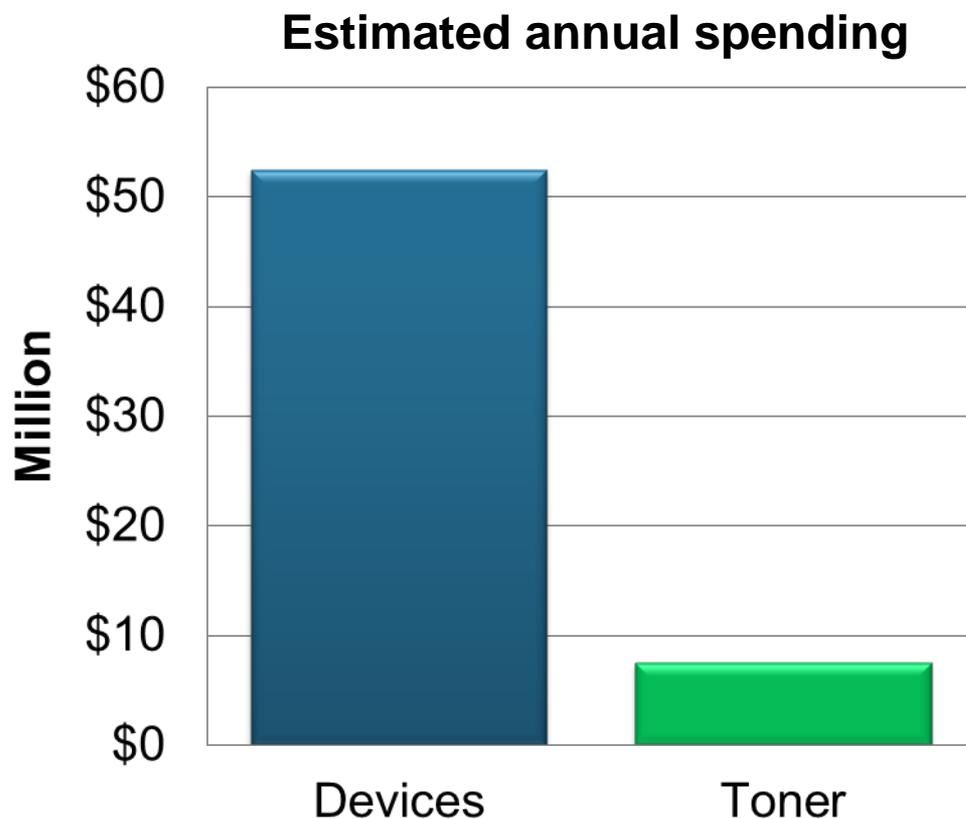


¹ High-level estimates extrapolated from 2013–14 current state assessment completed by departments and agencies representing 90+% of GC end user population.

Imaging Products and Toner Spending Estimates

(EXCLUDING BULK PRINT)

Estimated annual spending on imaging devices, maintenance and toner for the organizations in WTD Initiative's scope¹



¹ Estimated based on Government of Canada spending by Department (2012–13) for imaging products and toner. Available at Open Government portal: <http://open.canada.ca/en/open-data>

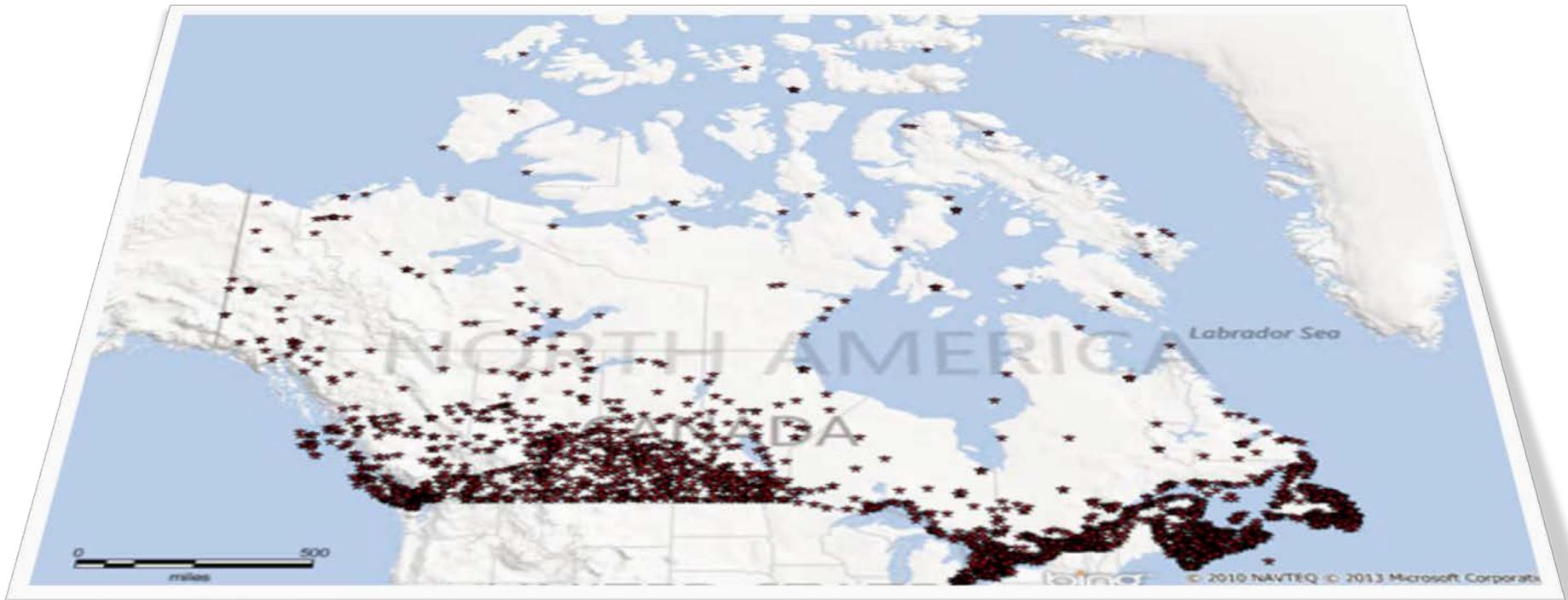
Locations across Canada

▶ ~90 organizations

▶ 3,500+ buildings

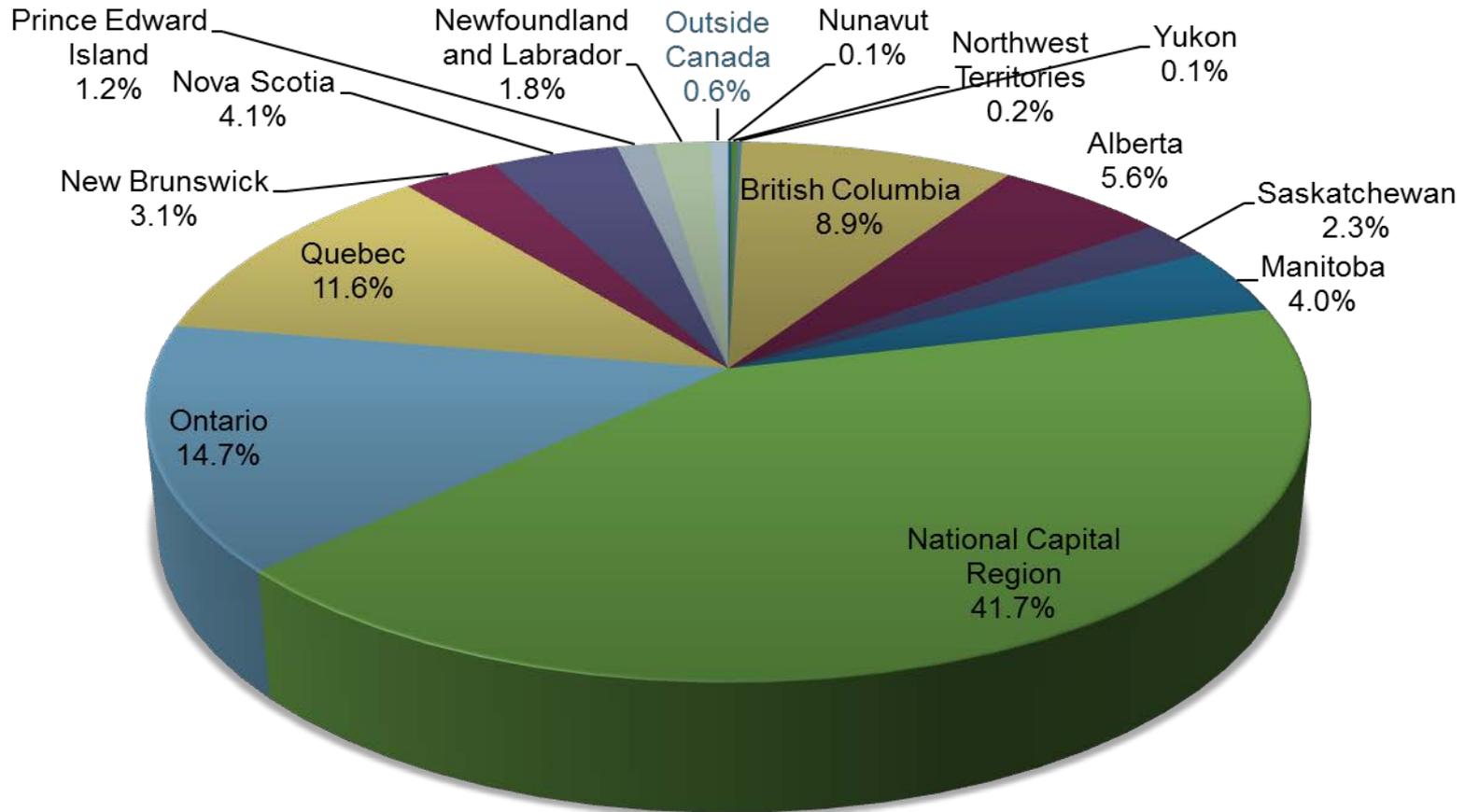
▶ ~370,000 employees

▶ 1,400+ towns/cities



Distribution of Employees

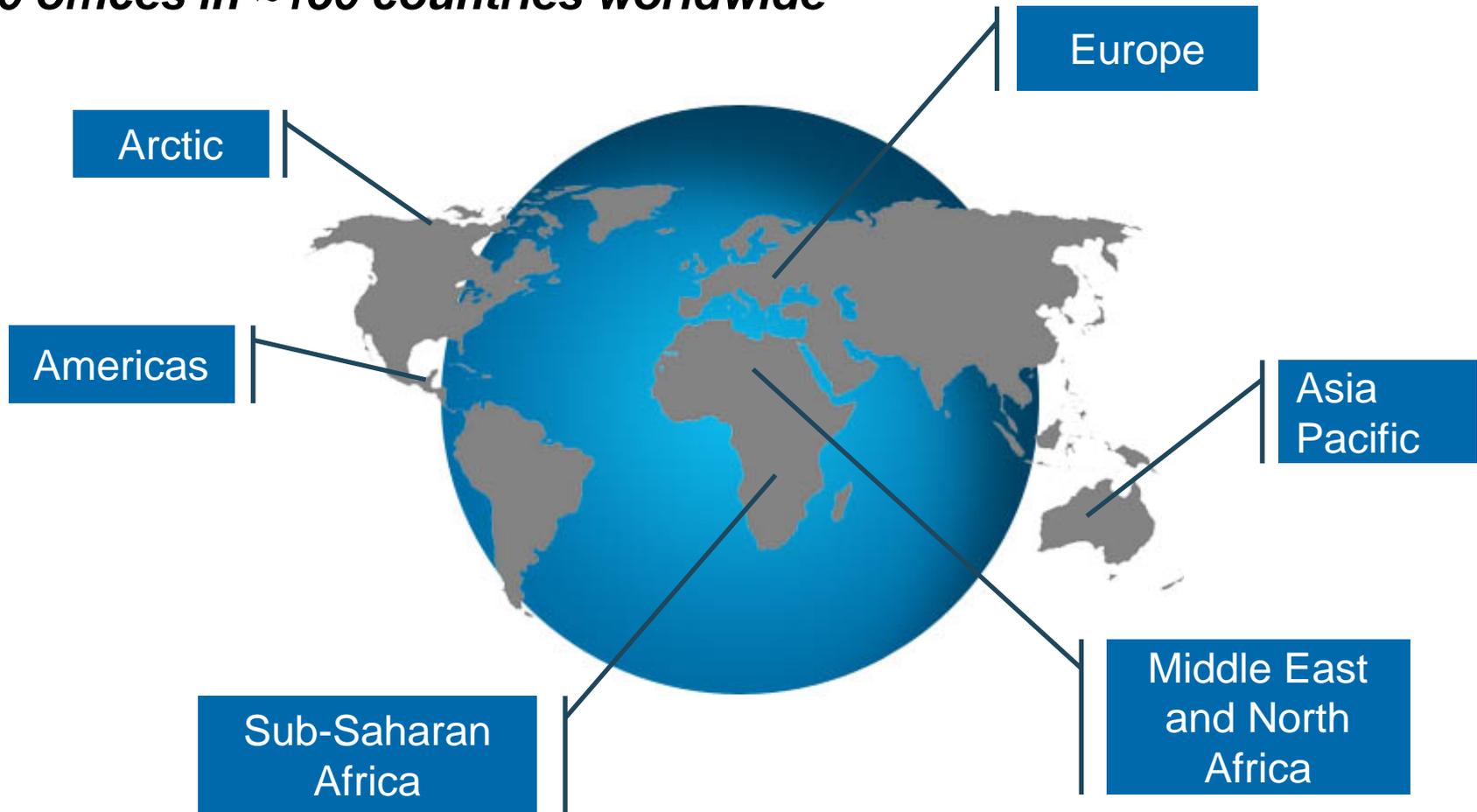
GC Employee Geographic Distribution



Source: Treasury Board Secretariat, Population of the Federal Public Service by Geographic Region, 2014
<http://www.tbs-sct.gc.ca/res/stats/sneg-aneg-eng.asp>

Locations around the World

The Government of Canada has more than 260 offices in ~150 countries worldwide

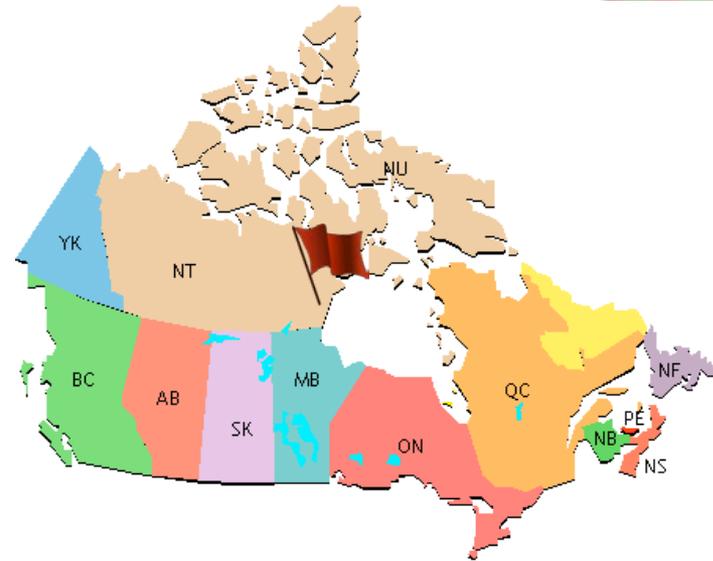
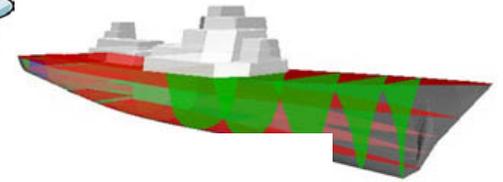


Source: Foreign Affairs, Trade and Development Canada, Canadian Government Offices Abroad
http://www.international.gc.ca/cip-pic/description_bureaux-offices.aspx?lang=eng#a1

Special Locations

Some imaging devices are in non-standard locations including:

- DND operational zones
- Secret/Top secret zones
- Mobile platforms (ships, airplanes)
- Remote locations (Arctic)
- Prisons
- RCMP detachments



**TOP
SECRET**

SECRET

Guiding Principles Moving Forward

Contracting

- Attract and incent best-in-class service providers
- Establish a flexible contract arrangement that enables a Shared Risk (win-win) contracting arrangement
- Minimize ongoing costs to the GC for contract and vendor management
- Promote continuous improvement and innovation

Transition

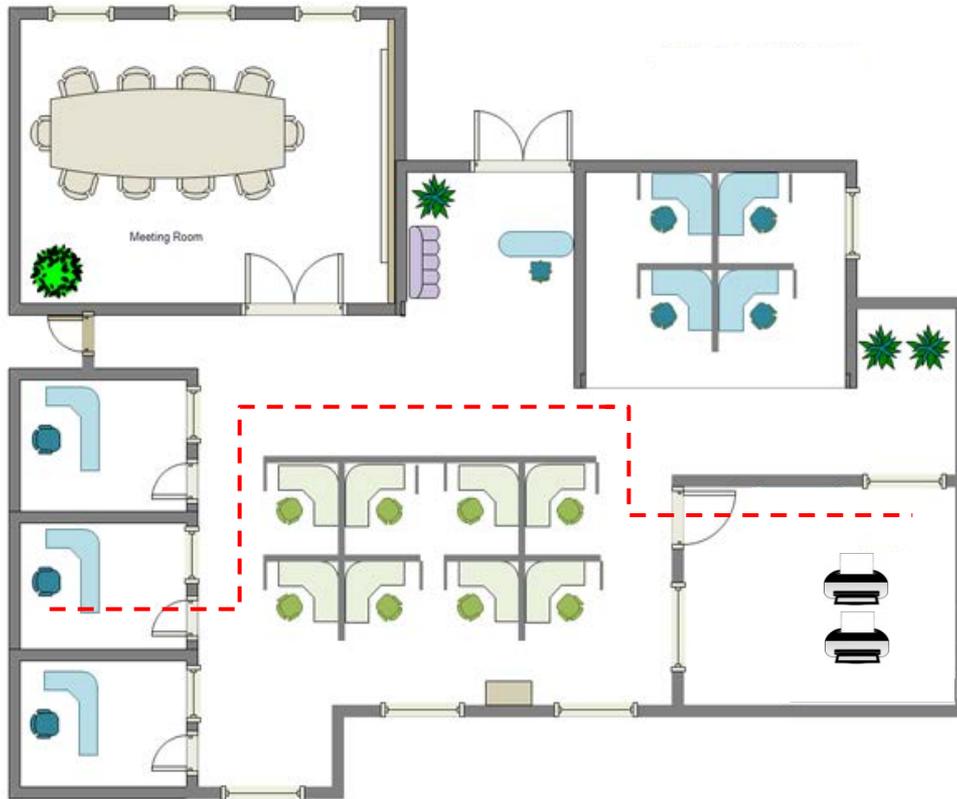
- Ensure business continuity
- Minimize the time-to-benefits realization
- Enable a “turn-key” solution that leverage industry experience and can be readily deployed

Security

- Reduce cyber vulnerabilities and address supply chain integrity to enhance IT security and ensure contractor reliability
- Design security and privacy controls into the solution from planning through to implementation

Attributes of the Future State

The Government of Canada intends to transform and reduce the footprint of its imaging environment by March 2019.



Attributes

1. Maximum 110ft walking distance from end user to device
2. Maximized end user/device ratio
3. Limited device diversity
4. Pull printing
5. Secure printing support (job held until credential used at printer)
6. Devices configurable to meet specific user requirements (stapling, various paper sizes)
7. Devices meet minimum performance levels
8. Pro-active management of devices and consumables



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Bulk Printing Requirements

Dale Heins
Senior Director
Mainframe and Bulk Print Services

July 15, 2015



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Bulk Printing Products Scope

DEVICES

In-Scope

- Devices used for large volume print centres (bulk printing)

Out-of-Scope

- X Large volume copiers

SERVICES

In-Scope

- Device deployment
- Fleet monitoring and management
- On-site hardware break-fix services
- Ongoing preventative maintenance, operational management and fleet optimisation
- Device disposal

Out-of-Scope

- X Production operations for bulk printing
- X Provisioning and replenishment of all consumables

Bulk Print Metrics*

Estimated average impressions

Government of Canada organization	Location	Annual volume	Function
Employment and Social Development Canada	Belleville and Montreal	22M	Correspondence printing, envelope insertion, mail sorting (OCR)
Public Works and Government Services Canada	Quebec and Winnipeg	56M	Correspondence printing, envelope insertion, mail sorting (OCR)
Canadian Intellectual Property Office	Ottawa	2.2M	Patent-related printing only
Canada Revenue Agency	Summerside and Winnipeg	100M	Correspondence printing, envelope insertion, mail sorting (OCR)

* Note: Canada Revenue Agency and Public Works and Government Services have the responsibility of the operations (actual printing and enveloping). It has not been determined whether these organizations will be included in the scope.

Bulk Printing Requirements

- High volume black and white printing, on a Government of Canada site
- Support a range of document types (correspondence, cheques and labels)
- Support for impact printing
- Integration with a Government of Canada Service Management processes and tools (specifics to be determined)
- Management reporting on printer usage and availability
- Support security requirements (see Imaging Products Requirements)
- Support for document insertion into envelopes (e.g. documents typically mailed to Canadian citizens)
- Support for mail sorting (e.g. use OCR technology to sort envelopes by mail route/postal code)



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Imaging Products Requirements

André Arsenault

Director

Workplace Technology Devices Initiative

July 15, 2015



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Key Challenges

- Transforming imaging products at the same time as transforming the rest of the technology infrastructure
- Supporting remote and international locations
- Reducing the quantity and diversity of devices
- Decreasing the number of imaging devices and printing volumes
- Changing the culture to support the rationalization of the imaging environment
- Meeting the needs of departments/agencies with differing security considerations
- Addressing departmental requirements with a limited set of standardized service levels

Core Business Requirements

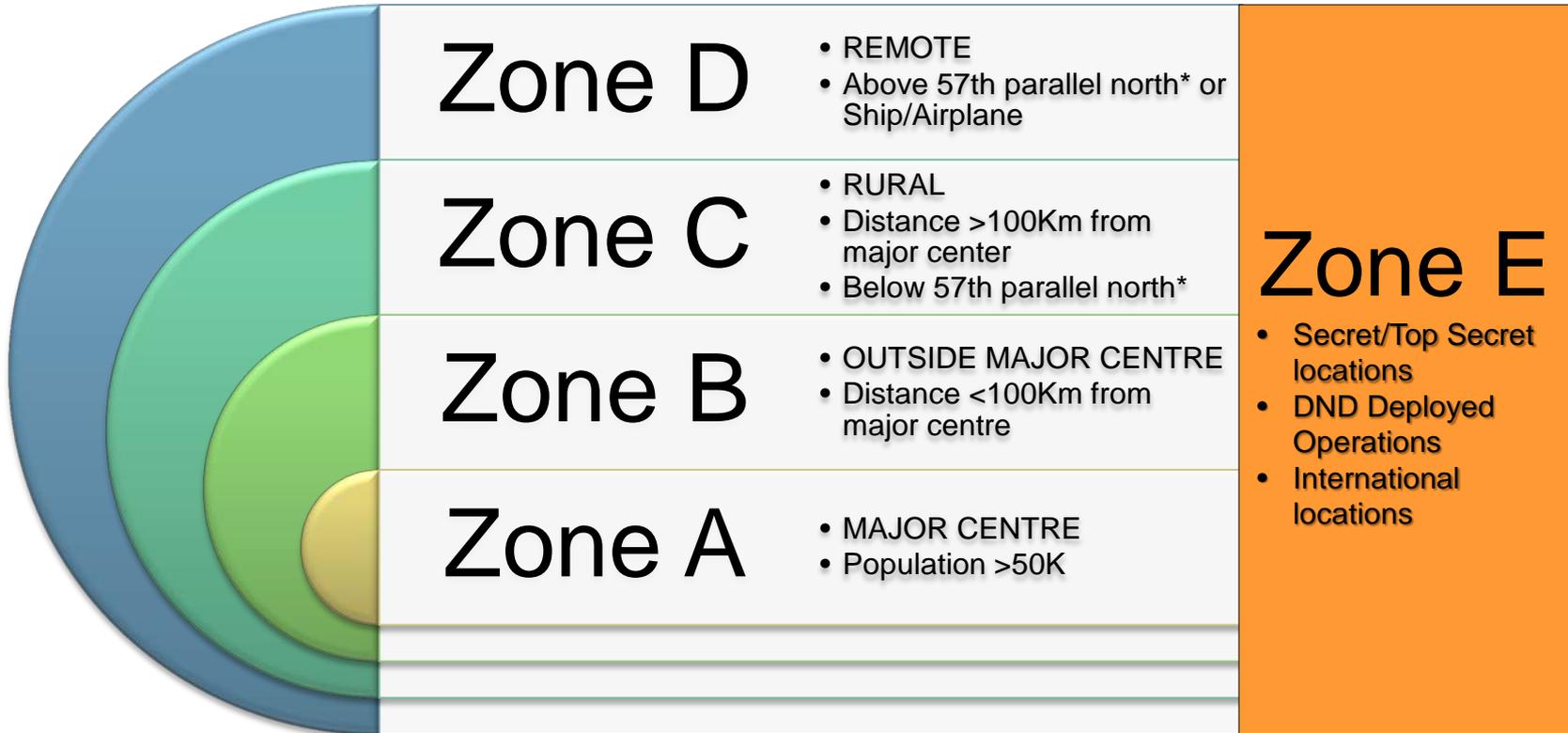
- Support for industry standard printing, scanning, copying and faxing functions
- Device options for colour and/or black & white printing
- Device options for a range of print volumes
- Device options for standard paper sizes up to 11"x17"
- Support for "pull print" (secure releasing of print jobs)
- Enhanced service level plans (e.g. deliver and install consumables [excluding paper] or fix paper jams)
- Integration with Government of Canada Service Management processes and tools (specifics to be determined)
- Management reporting on printer usage and availability

Service Level Requirements

- Departments have different support level needs – a one-size-fits-all service is not realistic
- Enhanced service level plans will be required to address use cases such as:
 - Emergency response
 - High profile end users (e.g. ministerial offices)
 - Restricted access zones
 - Research and development sites
 - Rural, remote and international locations

Geographical Zone Definition

Proposed geographical zones



*The use of the 57th parallel north is indicative only. The exact delineation of zones will be defined at a later time.

Service Level Requirements

First Level Support Channels

Service Level	Standard	Enhanced
Toll-free telephone support	Toll-free technical support telephone number in English and in French, based on the caller's language preference. Available during the hours of 8 a.m. to 5 p.m. (local time in all time zones across Canada), Monday through Friday, excluding statutory holidays.	7 days a week and/or 24 hours a day
Web-based technical support	24 hour web-based technical support service, in English and in French, based on the caller's language preference. Support must include published frequently asked questions, entry and look-up of incident and service requests into a portal (or via integration from a GC portal), and an “on-line” chat capability.	Same as standard

Service Level Requirements

Support Response Times

Service Level	Standard	Enhanced
Maximum time to acknowledge (Telephone)	Verbally acknowledge all service calls for incidents within one hour of the initial contact, 95% of the time.	30 minutes, 95% of the time
Maximum time to acknowledge (Web-based)	Electronically acknowledge all incidents and service requests within 15 minutes of the initial contact, 95% of the time.	Same as standard
Maximum time to respond to incidents	For incidents, 95% of the time, the technician must be on-site within: Zone A: Major centre ⇒ 4 hours Zone B: Areas outside of major centres ⇒ 8 hours Zone C: Rural locations ⇒ 48 hours Zone D and E: Remote and special locations ⇒ TBD	Zone A: 1 hour Zone B: 4 hours Zone C: 24 hours Zone D: TBD Zone E: TBD
Maximum time to repair	4 hours of arrival on-site, 95% of the time. Repairs include consumable replacement.	Same as standard
Maximum time to complete service requests	Service requests are completed within 10 business days of receipt, 95% of the time.	5 business days, 95% of the time

Service Level Requirements

Availability

Service Level	Standard	Enhanced
Minimum hardware availability	98% of devices working properly over a 3-month period, during normal working hours.	Same as standard
Device fail threshold to replacement	5 incidents per 3-month period for a given device triggers a device replacement.	Same as standard
Device outage threshold to backup device	3 consecutive business days of outage for a given device triggers the provision of a backup device until the original device is fully functional.	1 business day
Pro-active shipping of consumables	Consumable shipments are made without requiring a user request, 95% of the time.	Same as standard

Service Level Requirements

Optional Services for Select Locations

Service Level	Standard	Enhanced
Consumables replacement (optional service)	Consumables are replaced at the device within 60 minutes of a call or a device alert notification, 95% of the time.	30 minutes
Paper jam removal (optional service)	Paper jams are successfully removed at the device within 60 minutes of a call or a device alert notification received, 95% of the time.	30 minutes

Security Requirements

- National Security Exception (NSE) will be included
- Devices and services subject to Supply Chain Security checks
- Support personnel must be security cleared as appropriate for the location being supported and the device's security classification (e.g. protected B, secret)
- Imaging data and service support information (incidents, service requests, usage metrics) must be located in Canada (with exceptions for international locations, as applicable)
- Vendor solution must comply with applicable ITSG-33 security controls (see <https://www.cse-cst.gc.ca/en/publication/itsg-33> for more information)
- All security-related incidents are to be forwarded to the SSC Security Operations Centre

INDUSTRY QUESTIONS FOR WRITTEN FEEDBACK

A) PROCUREMENT STRATEGY

B) TRANSFORMATION AND SERVICE DELIVERY STRATEGY



A) Procurement Strategy

Factors to consider for procurement

1	Sourcing Bundles	5	Socio-Economic Benefits
2	Vendor Strategy	6	Contract Structure
3	Vendor Qualifications	7	Current State Data
4	Performance-based Contract	8	Deal Breakers

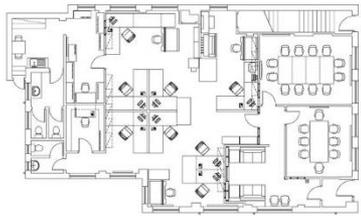
1 Sourcing Bundles

1. What are your views and recommendations on the sourcing bundles below? *Please provide your views on the bundles, and the rationale for whether the bundles should be contracted separately or combined into one contract (e.g. one vendor delivers all bundles). Please provide your views on pricing models, asset ownership and risk/benefit sharing strategies.*

Single bundle or multiple?

Imaging environment optimization

A service which provides optimized floor designs (e.g. exactly what printer model should be located where).



Imaging product fleet management

A service to manage imaging fleet including provisioning, break-fix, preventative maintenance, operational management, performance monitoring, disposal and the provisioning and replenishment of consumables.



Bulk printing

A service for high volume print centres, envelop inserting, and sorting.

2 Vendor Strategy

2. What are your views and recommendations on the vendor strategies below? Alternative strategies? *In your response, please assess the risks related to market capacity, geographic coverage, subcontracting accountability, and vendor management complexity.*

WORLDWIDE/NATIONAL



One prime vendor to transform all sites in Canada and worldwide

VENDOR BY REGION



Vendors will transform the sites within respective regions

VENDOR BY DEPARTMENT



Allows vendors to vary by department based on department requirements and complexity

3 Vendor Qualifications

3. Based your recommendations from the previous questions, what are your views on the minimum qualifications that a vendor must meet in order to qualify for this opportunity? *Please suggest minimum qualification metrics for any of the criteria below. Please suggest additional criteria and metrics.*

Criteria	Qualifications
Financial Stability	Vendors must have the financial capability to fulfil the contract based on company size, financial statements, and corporate ownership structure
Relevant Experience	Vendors must have relevant experience (including references) implementing and operating the service they plan to propose. Possible indicators: <ul style="list-style-type: none"> • Number of clients in Canada/around the world • Number of devices supported in the Government of Canada/Canada/around the world • Contract size (\$)/print volumes per year • Number of years providing imaging products and fleet management services
Relevant Experience with the Government of Canada	Government of Canada project and service delivery experience (related to meeting Government of Canada policy and security requirements). Possible indicators: <ul style="list-style-type: none"> • Number of years • Number and size of contracts (number of devices, size (\$) of contract, print impressions per year, etc. • Description of fleet management services provided

4 *Performance-based Contract*

4. SSC is considering a performance-based contract aligned with expected business outcomes (increase security, lower costs, improve user experience, reduce environmental footprint).

What key performance indicators would you recommend to measure outcome achievement? How would you align the contract/pricing models to these indicators?

5 *Socio-Economic Benefits*

5. What mechanisms could be used to encourage the distribution of revenues to “small and medium enterprises”? Do you recommend one? What are the benefits, costs and risks? *Please provide case study examples where possible.*



6. What service levels, pricing models, payment terms, service credits/incentives, contract durations, or other terms and conditions would you suggest to:
- Foster a “win-win” relationship?
 - Promote innovation and continuous improvement throughout the term of the contract?
 - Ensure an orderly “end of contract” transition?
 - Limit contract liabilities to all parties?

7 *Current State Data*

7. Given your previous recommendations, how much detail on the Government of Canada current state environment is required for your organization to provide a proposal with minimal risk built into the pricing? Possible information could include:
- Building locations and employee counts
 - Make, model, age and location of legacy equipment
 - Print volumes by department/agency, location and device
 - Print volumes by paper size, by colour/b&w and by bulk print job type

8 *Deal Breakers*

8. Based on the information presented on Industry Engagement Day, are there any requirements, constraints or contract conditions that would cause you to not participate in a qualification process for this opportunity? Why?

B) Transformation and Service Delivery Strategy

Transformation and service delivery perspectives

9	Benefits Realization
10	Standard Commercial Offerings
11	Emerging Capabilities
12	Transformation Approach
13	Case Studies and Lessons Learned

9. What are the major benefits the Government of Canada can expect to be achieved through an enterprise imaging products and bulk printing procurement and transformation? What are the key risks to achieving these benefits? *Please provide case study examples of benefits realized where possible.*

10 *Standard Commercial Offering*

10. Please describe your standard (or typical) commercial offerings and highlight which ones we should consider for this requirement in terms of:

- Catalog services you offer (product features/capabilities)
- Service levels/options
- Service pricing structure

11 *Emerging Capabilities*

11. What emerging industry capabilities, services and/or technologies should the Government of Canada consider to achieve its business outcomes (increase security, lower costs, improve user experience, reduce environmental footprint)?

12 *Transformation Approach*

12. What would be your strategy to transform the Government of Canada imaging environment? Bulk printing environment? Please include the following perspectives in your response:

- Time to benefit?
- Management of the legacy environment?
- Service management integration
- Process and culture change?
- Governance models?

13 *Case Studies and Lessons Learned*

13. SSC is interested in any additional information to help with strategy and decision making, such as:

- Lessons learned
- Case studies
- Industry research/references
- Specific opportunities or risks that the Government of Canada should consider
- Any other comments?

Break



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Imaging Products and Bulk Printing Products Industry Engagement Day

Collaborative Procurement Solutions Approach

Jason Weatherbie

Director

Procurement and Vendor Relationships

July 15, 2015



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Agenda

- Procurement Considerations for Imaging Products and Bulk Printing Products
- Supply Methods
- Industry Engagement Activities Schedule
- SSC Procurement Processes
- Collaborative Procurement Solutions Approach
- Descriptions of the Various Phases
- Imaging Products and Bulk Printing Procurement Timeline

Procurement Considerations for Imaging Products and Bulk Printing Products

- A National Security Exception (NSE) will be included.
- The Workplace Technology Devices project team will leverage the PWGSC Fairness Monitor Program to oversee all related procurement activities. Please go to <http://www.tpsgc-pwgsc.gc.ca/se-fm/index-eng.html> for more information.
- The successful vendor(s) will be required to hold a valid Security clearance based on locations and security requirements.

Supply Methods

Contract

- A voluntary, deliberate, and **legally enforceable agreement** between two or more competent parties
- Order work using task authorizations (TAs), service orders (SOs), requisitions on a contract, (ROC) etc.

Standing Offer (SO)

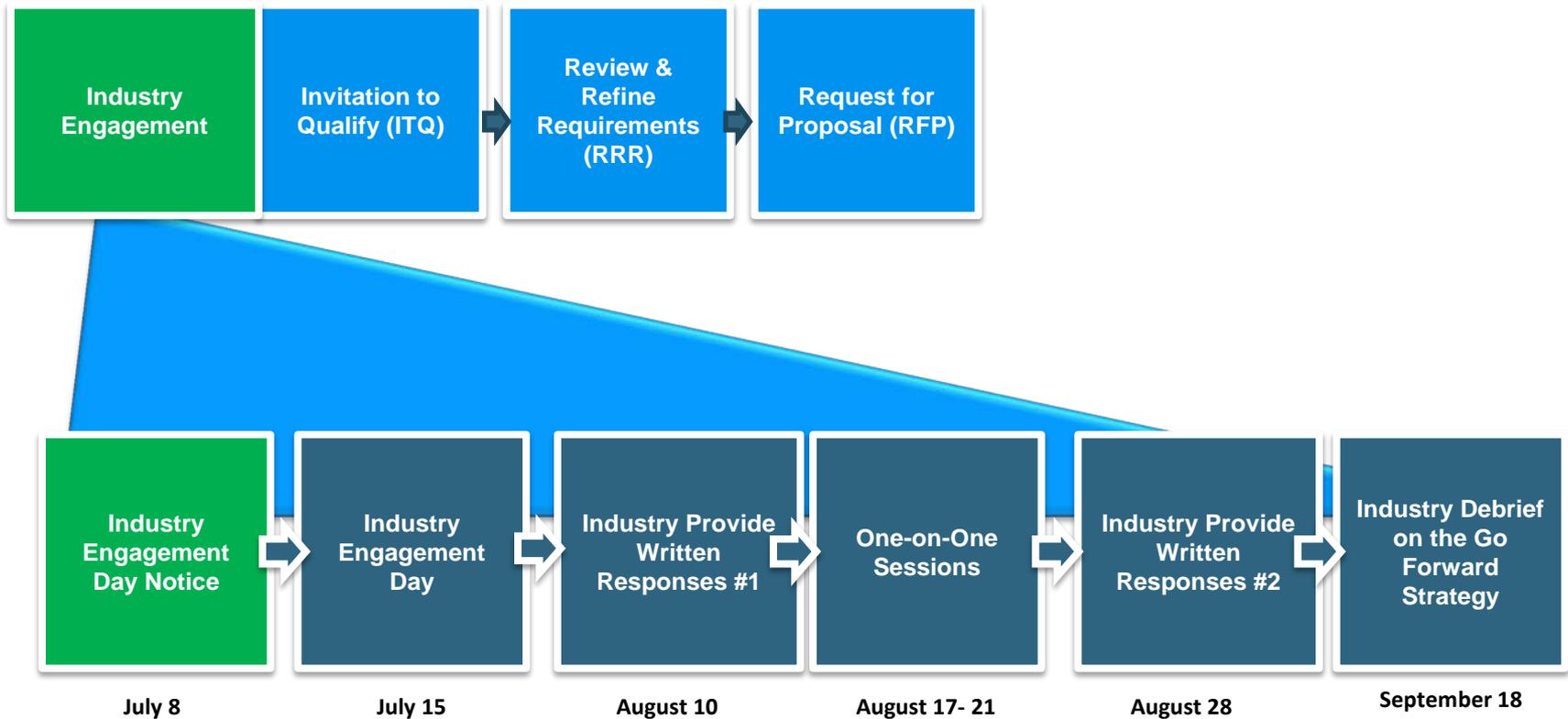
- A continuous offer from a supplier to the government that allows the government to purchase goods and/or services at **pre-arranged prices, under set terms and conditions**, when and if required
- Not a contract until the government issues a call-up

Supply Arrangement (SA)

- A non-binding agreement between the government and a set of pre-qualified supplier that includes predetermined conditions that will apply to bid solicitations and resulting contracts

Industry Engagement Activities Schedule

Imaging Products and Bulk Printing Industry Engagement Activities

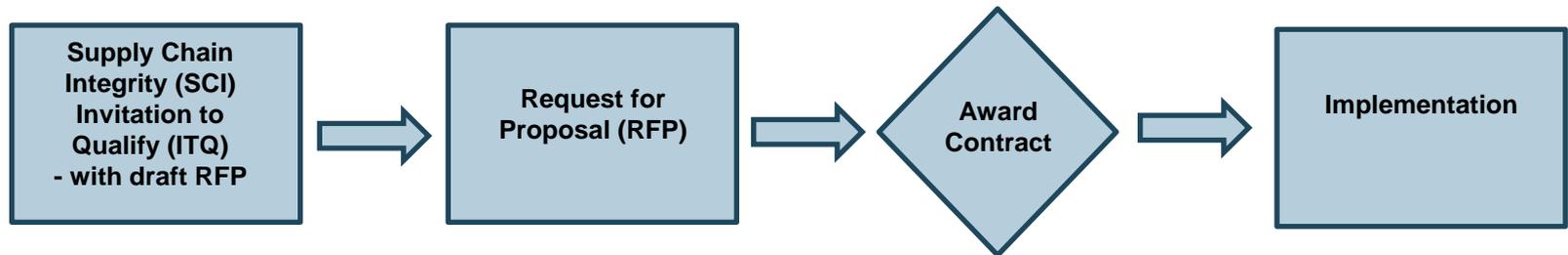


SSC Procurement Processes

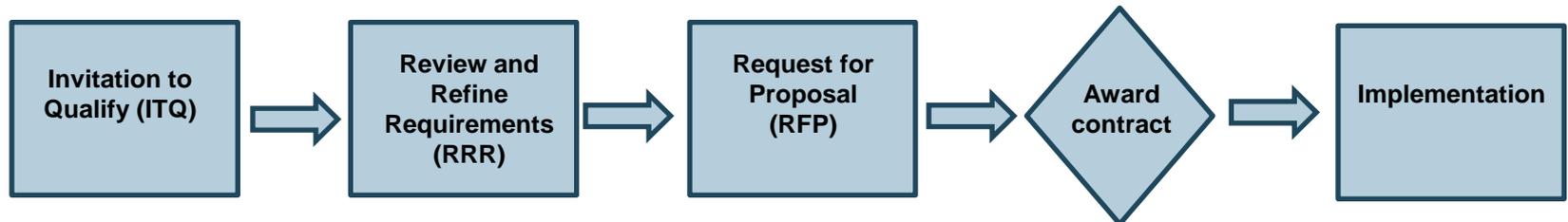
Traditional Request for Proposal¹



Two-Phase approach (Supply Chain Integrity (SCI) Invitation to Qualify)*



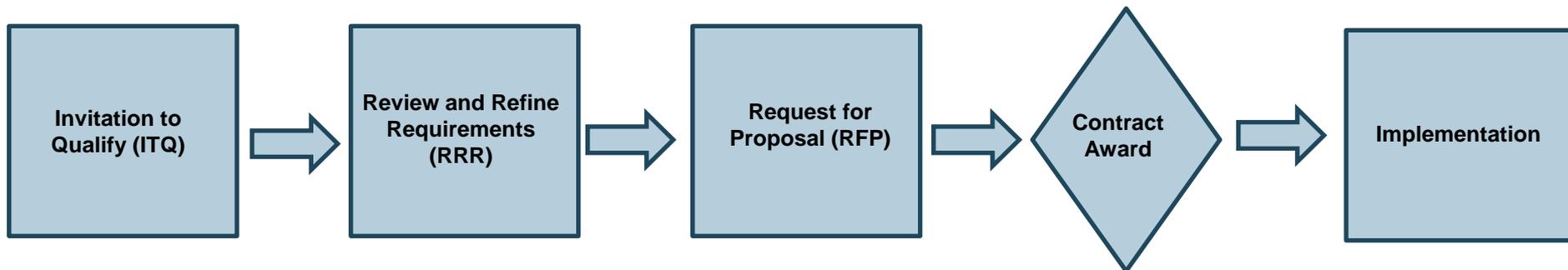
Three-Phase approach (Collaborative Procurement Solutions – CPS)*



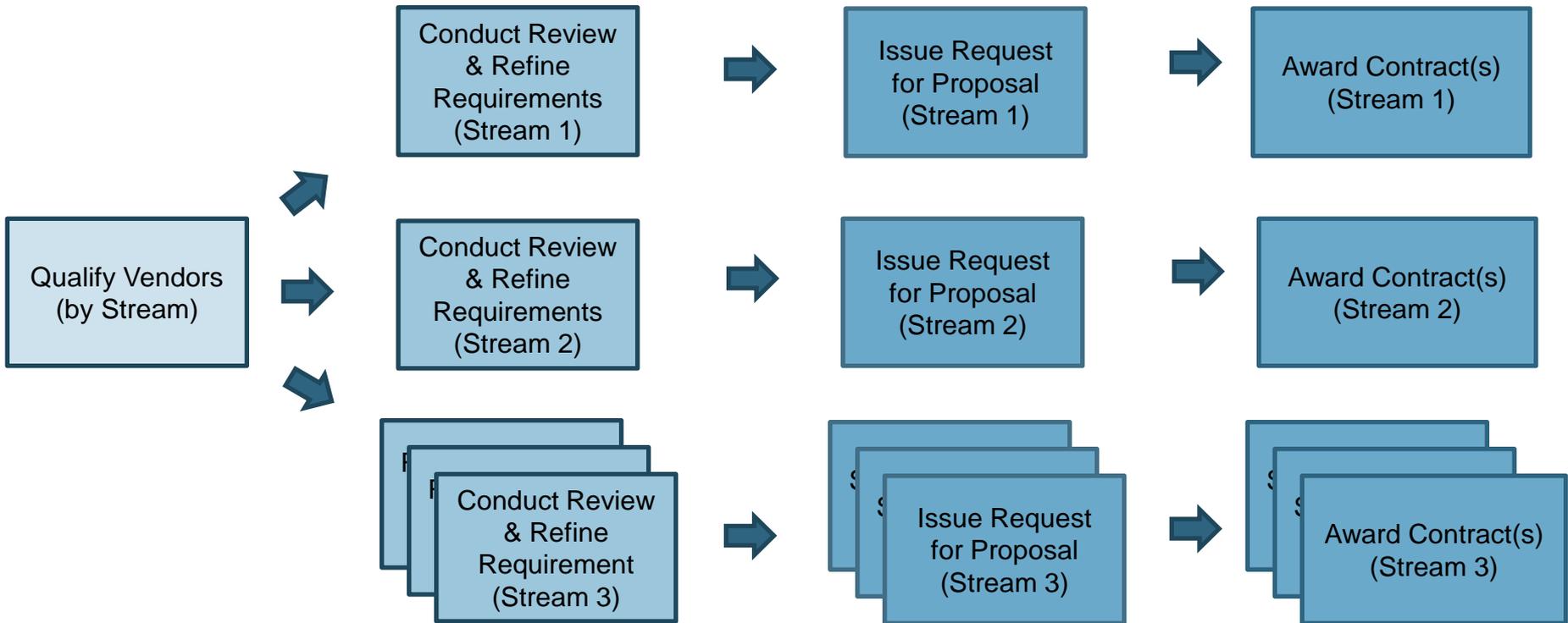
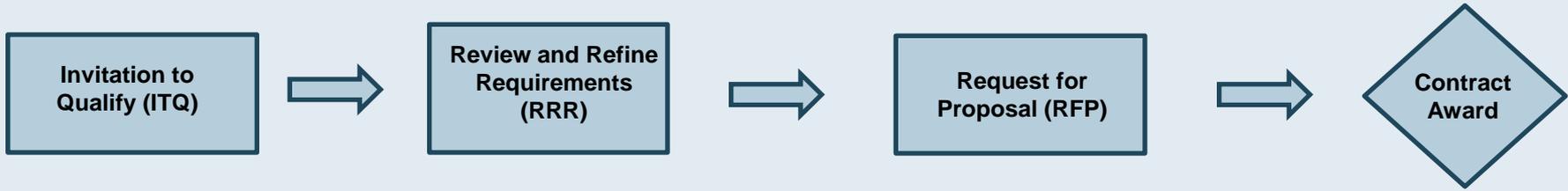
¹ Engagement activities such as Industry Engagement Days, Letters of Interest, Requests for Information, etc. may precede the formal tendering process

Collaborative Procurement Solutions

Three-Phase approach (Collaborative Procurement Solutions)



CPS Procurement Approach with Multiple Streams



Invitation to Qualify Phase

- The purpose is to qualify vendors who have demonstrated and proven skills and experience in implementing and providing imaging products and bulk printing.
- Evaluation criteria will focus on the vendor's capabilities and experience to deliver imaging products and bulk printing.
- Vendors who meet the mandatory ITQ evaluation criteria will be deemed successful "Qualified Respondents" (QRs) and will proceed to the RRR phase.

Review and Refine Requirement Phase

- Qualified Respondents will be provided with a draft Request for Proposal (RFP) and Statement of Work (SOW).
- The Government of Canada will collaborate with Qualified Respondents to seek feedback and clarification on its requirements to refine the draft Request for Proposal (RFP) and Statement of Work (SOW).
- RRR sessions will have various formats (e.g. workshops, one-on-one sessions, Q and A documents, etc.).
- A Supply Chain Security Information (SCSI) assessment will also be started during this stage.

Request for Proposal Phase

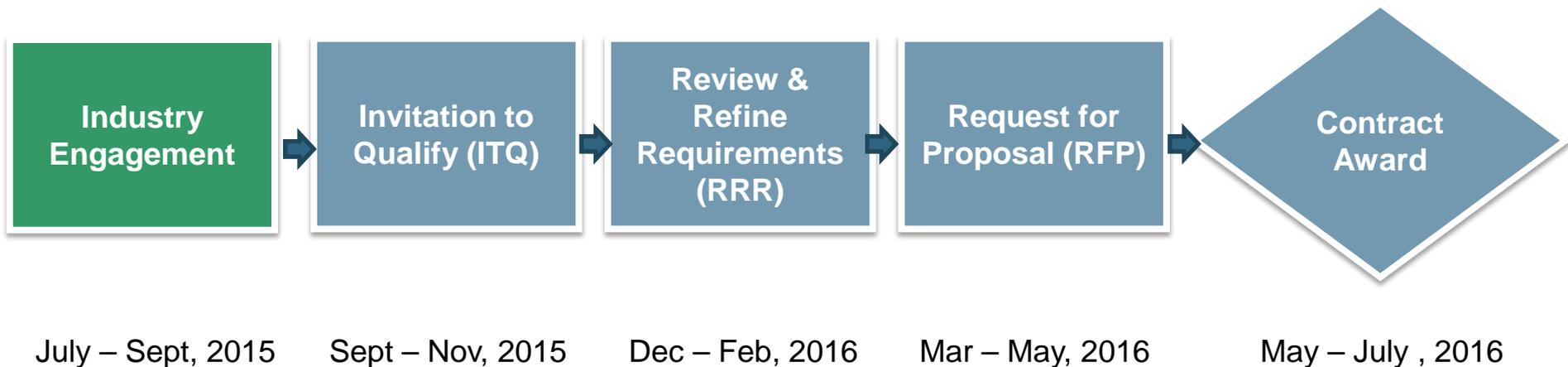
- The Government of Canada may issue one or more formal Request for Proposal(s) (RFP(s)) directly to the Qualified Respondents who have participated in the RRR phase.
- Each Qualified Respondent will be permitted to formally bid on the requirements set out in the RFP(s).

Contract Award

- Contract award will occur after completion of the Bid Solicitation Phase.
- One or more contracts may be awarded depending on the solicitation process.

Tentative Procurement Schedule

Three-Phase approach (Collaborative Procurement Solutions)





Service | Innovation | Value

Supply Chain Integrity (SCI) Industry Engagement Day

Process Overview

Alex Dorion
Manager, Supply Chain Integrity
Cyber and IT Security Branch

July 15, 2015



Shared Services
Canada

Services partagés
Canada

Canada

Agenda

- ✓ Supply Chain Integrity (SCI) Process
- ✓ Supply Chain Security Information (SCSI)
- ✓ Scope & Templates
- ✓ Assessment
- ✓ Outcome

Supply Chain Integrity (SCI) Process

- ✓ The purpose of the Supply Chain Integrity (SCI) process is to ensure that no un-trusted equipment, software or services are procured by SSC and are used in the delivery and/or support of Government of Canada services.
 - Verify integrity of origin, elements, operation and route of travel.
- ✓ SCI process can be applied to any phase of procurement.
- ✓ Qualified Respondents or Bidders must successfully pass the SCI process in order to be able to continue to participate in the procurement process.
- ✓ SCI clauses and requirements are integrated into the terms and conditions of the solicitation.
- ✓ SSC competitive procurements are covered by the National Security Exception (NSE), which removes the trade agreement obligations related to national security.

Supply Chain Security Information (SCSI)

- ✓ Qualified Respondents (QRs) will be required to submit their SCSI package to the Contracting Authority before the required deadline as set out by the procurement schedule.
- ✓ The mandatory SCSI elements are:

IT Product List:

- Products over which Canada's Data would be transmitted and/or stored that will be used and/or installed to perform any part of the Work described in the resulting contract.
- Products include any hardware (including Workplace Technology Devices) that operates at the data link layer of the OSI Model (i.e. Layer-2) and above, and related software.
- Products used by both the primary vendor and by each of their proposed subcontractors in any context (installation, testing, production, delivery, support, maintenance, etc.).

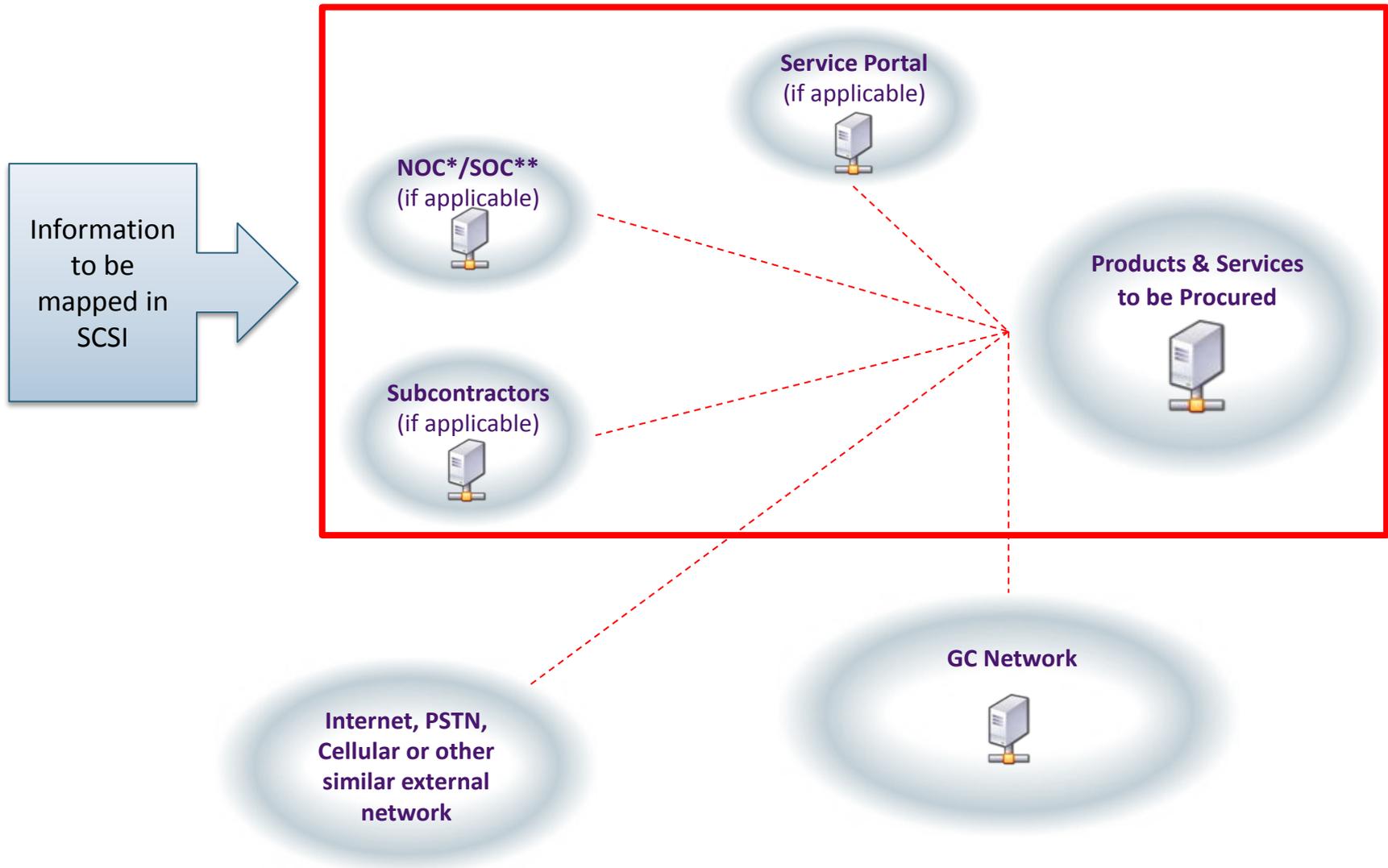
Network Diagrams:

- Conceptual architecture diagrams indicating location of IT Products so as to provide context for usage.

List of Subcontractors:

- All subcontractors that could be used to perform any part of the Work pursuant to the resulting contract (including subcontractors that are affiliated or otherwise related to the Bidder).

SCSI Scope



* NOC = Network Operations Centre

** SOC = Security Operations Centre

SCSI Templates

- ✓ Spreadsheet templates will be provided to the Bidders as part of the solicitation.

FORM B – IT Product List							
Line Item #	Location (a)	Product Type (b)	IT Component (c)	Model Name/ Number (d)	Description and Purpose (e)	Product Manufacturer and/or Software Publisher (f)	Name of Subcontractor (g)

FORM B – Subcontractor List			
Name of the Subcontractor (a)	Address of the Subcontractor's headquarters (b)	Portion of the Work that would be performed by the Subcontractor (c)	Location(s) where the Subcontractor would perform the work (d)

- ✓ Bidders are requested not to repeat multiple iterations of the same Product (e.g. if the serial number, location and/or colour is the only difference between two products, they are considered the same Product).
- ✓ Assessment of the SCSI requires that a complete package be submitted before the established deadline.

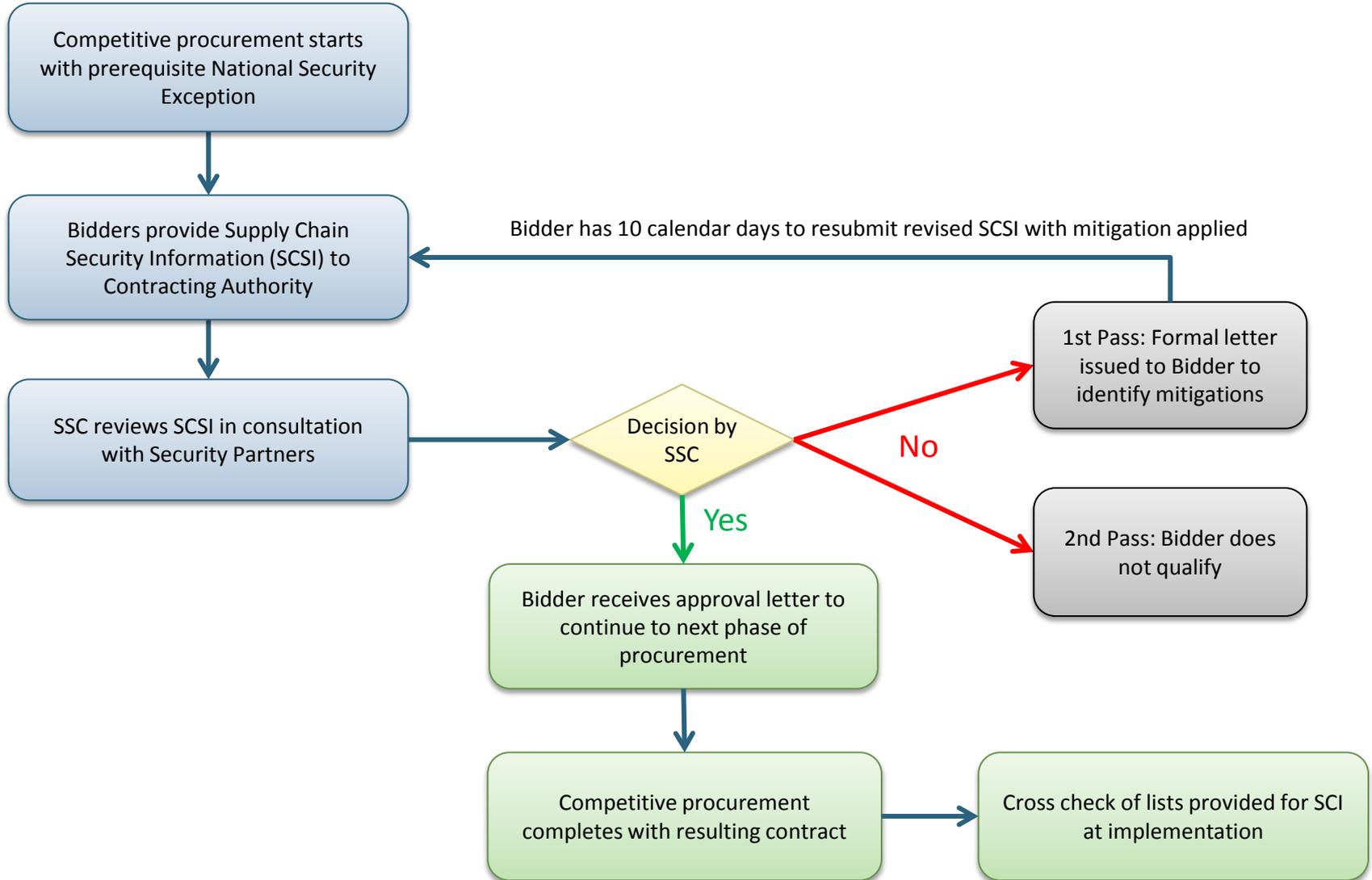
Supply Chain Assessment

- ✓ SSC/CITS provides the Supply Chain Security Information (SCSI) to Communications Security Establishment (CSE) for assessment, as received from prospective Bidders.
- ✓ CSE assesses the SCSI, provides recommendations and mitigation measures regarding potential risks to national security from a confidentiality, integrity and availability point of view.
- ✓ Based on the supply chain risks, recommendations and the potential mitigation measures, SSC makes a business decision on how to address any concerns.
- ✓ Bidders will be notified in a formal letter of any items of concern, the required mitigation measures and a timeline for implementation.
 - Making the needed changes in time will ensure your SCSI gets approved.
 - If required, SSC may choose to conduct a debrief session to further clarify any aspect of the assessment.

Outcome of Assessment

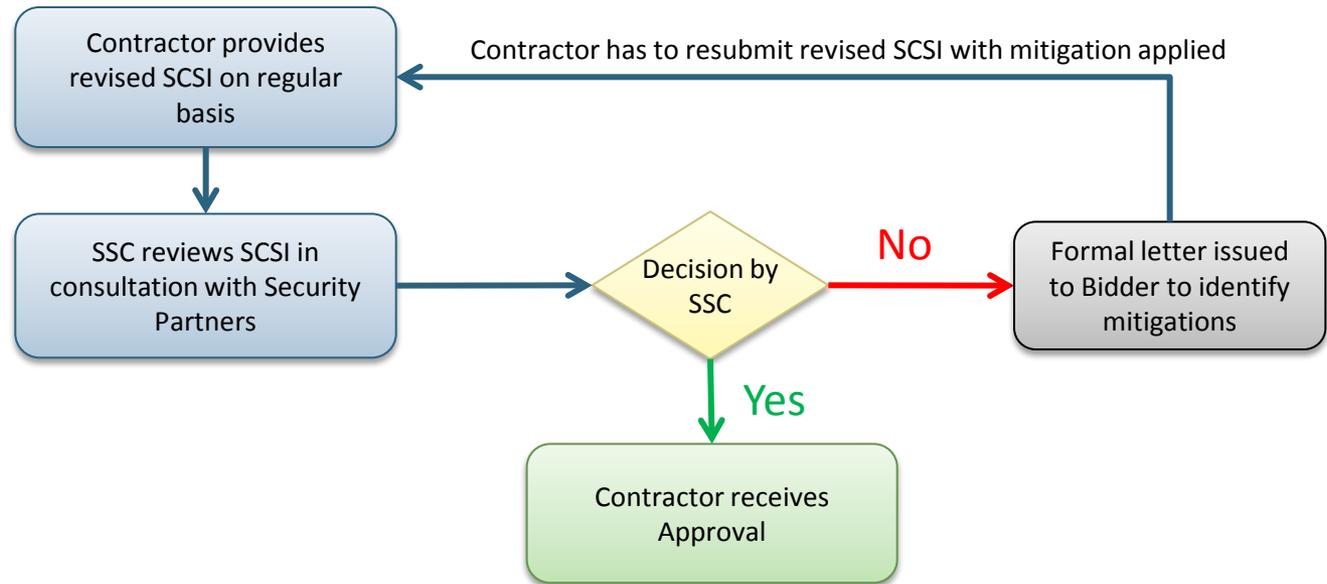
- ✓ Bidders will only have two opportunities to submit SCSI packages.
- ✓ Bidders are required to propose a solution consistent with the version of the SCSI it submits as part of this SCI process.
- ✓ Once a Bidder's SCSI has been approved by Canada, no modifications are permitted except under exceptional circumstances, as determined by Canada.
- ✓ Resulting contracts will have SCI clauses included in the Terms & Conditions to:
 - facilitate Contractor or SSC initiated changes to SCSI;
 - establish a regular audit cycle to keep SCSI up to date and assessed; and
 - address Subcontractor "Change of Control".

SCI Process Flowchart

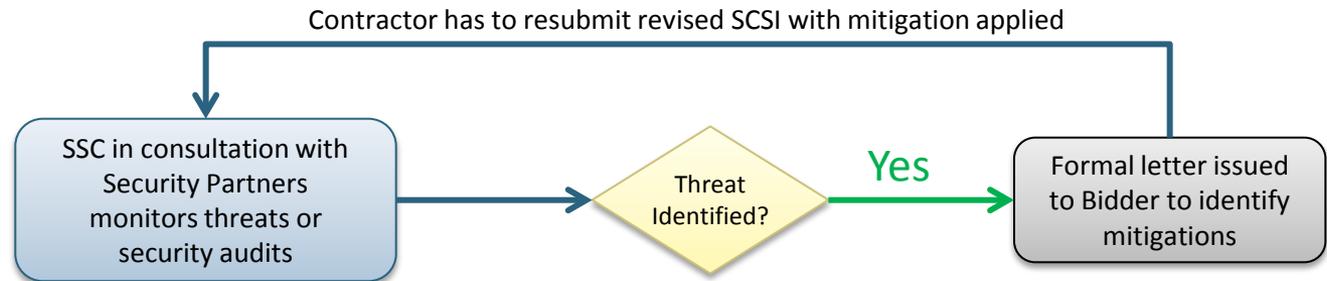


Post-Contract SCI Auditing Flowchart

On-going SCI auditing from the moment the contract has been awarded until it ends



Internal threat evaluation can lead to the review of specific equipment or services





Cyber & Supply Chain Threats to the GC

Workplace Technology Devices Imaging Products and Bulk Printing Products

July 15th, 2015

Jérôme Tremblay – Advisor, Cyber Security
Communications Security Establishment (CSE)



Communications Security
Establishment

Centre de la sécurité
des télécommunications

Canada

CSE: What We Do



- CSE: Canada's national cryptologic agency
- Safeguarding Canada's security through information superiority
- Our Mandate
 - Foreign Signals Intelligence
 - IT Security
 - Support to Lawful Access
- 'B' Mandate
 - To provide advice, guidance and services to help ensure the protection of electronic information and of information infrastructures of importance to the Government of Canada



The Evolving Cyber Threat



- Today, malicious cyber activities are directed against Canada and our closest allies on a daily basis
- Threat actors range in sophistication from malfeasant hackers to organized crime groups, to terrorists to nation states
- Canadians trust the GC to defend Canada's cyber sovereignty and protect and advance our national security and economic interests



Technology Vulnerabilities

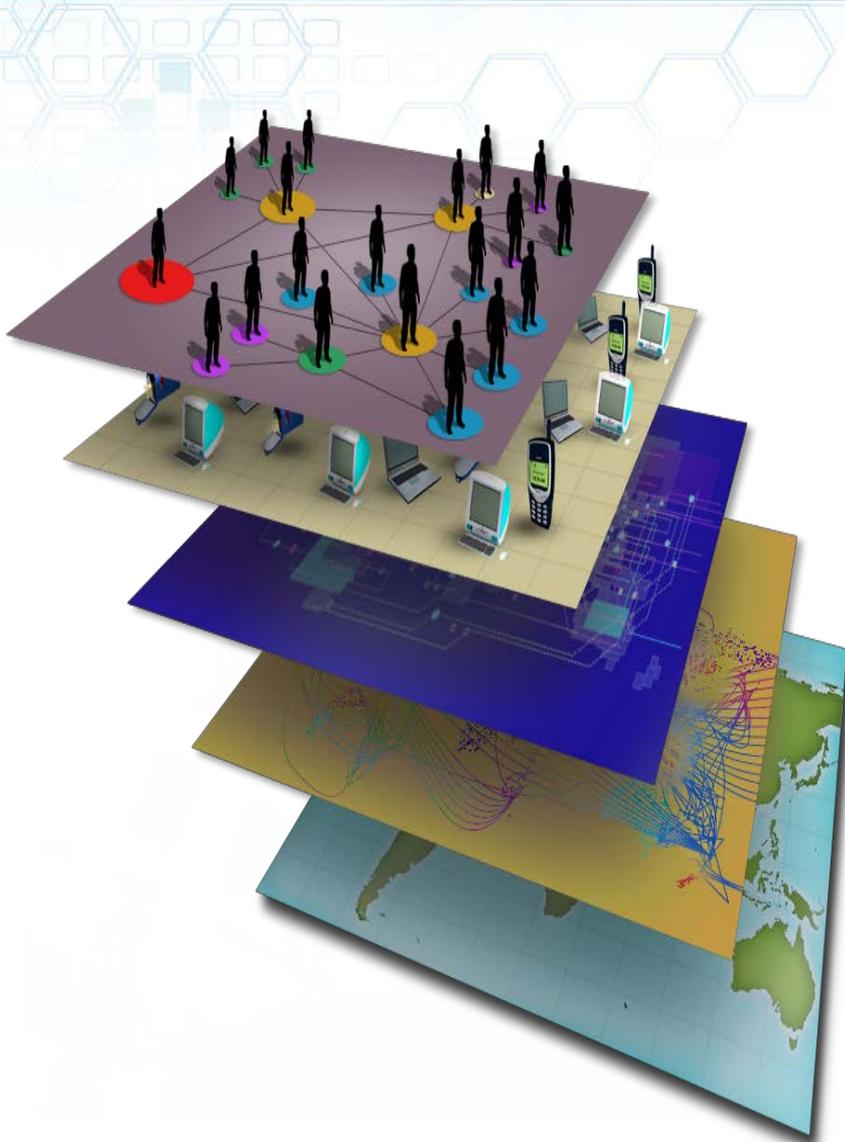


- Unintentional vulnerabilities or weaknesses
 - Design flaws
 - Implementation errors
- Intentional vulnerabilities or weaknesses
 - Predetermined deliverables can be implanted in a product with or without knowledge of company.
- **Supply Chain Threat** – a product can be easily tampered with in the supply chain to later facilitate a cyber-intrusion against that product in order to exploit a network and the information the network carries





How they get in: Access Methods



Persona



**Insider or CNE
or HUMINT**

Cyber Persona



**Computer
Network
Exploitation**

Logical Network



Physical Network



Supply Chain

Geographic



**Passive, Diffusion,
collection**



Cyber Threat Environment



- **Cyber Threats** are the possibility of a malicious attempt to damage or disrupt a computer network or system

Information Theft

Includes intellectual property theft, identity theft, electronic bank heists, illicit trade and theft of sensitive government information

Disruption

Includes disrupted communication networks, website defacement and denial of service attacks

Destruction

Includes attacks on a country's critical infrastructure and cyber warfare



Worst Case Scenario



- Complete and persistent network access by the adversary
- While it is unlikely a foreign state would carry out attacks aimed at disrupting or denying communications in times of peace, the risk of such attacks would be high in a time of any given conflict.
- In a conflict scenario, it would be too late to implement a robust defense against a compromised communications backbone.



CSE: IT Security Program



- We help prevent, detect and defend against IT security threats and vulnerabilities
- CSE provides unique technical expertise, capabilities and classified information that we use to complement commercial security technologies available to IT security practitioners
- We use our own methods and operations to detect and defend against threats that are not in the public domain





Cyber Supply Chain Issues

Technology is *evolving too quickly* for legislation.

No *international framework or standard guidance* for cyber supply chain guidance.

Reliance on globally sourced IT equipment exposes system/networks to a larger risk of untrusted vendors.

Organizations are being driven into *'The Cloud'*.
Interconnections between *complex* computer networks and software are ubiquitous.

Organizations are increasingly *procuring COTS software or outsourcing development*, but procurement processes do not account for the issues of a complex supply chain.



An Issue of National Security



- **Risks from vulnerable technologies**
 - Covert and persistent access by cyber threat actors in GC departmental networks threatens the sovereignty of GC information and the continuity of government operations
 - Cyber threat actors are effective at exploiting inter/intra-connected network element technologies and management systems used to administer and operate network infrastructures

- **Risks from the supply chain**
 - Increases opportunities for threat actors to circumvent GC cyber security measures
 - More difficult for the GC to detect and remediate



GC Shared Services Procurements



- Shared Services Canada and CSE are working in partnership to eliminate or significantly reduce risks to the GC from cyber threats & global supply chain vulnerabilities
- If required, CSE will provide follow-up briefings on supply chain risk mitigation to interested suppliers for GC shared services
- Security requirements for cyber-protection, cyber-defense and supply chain risk mitigation must be met by suppliers in order to successfully bid on GC shared services initiatives
 - As the IT Security authority for the GC, CSE will seek long-term partnerships with successful suppliers
 - CSE will assist Shared Services Canada in the pedigree analysis of supply chain information provided by respondents
- Examples of these requirements can be found on CSE's website under Technology Supply Chain Guidance



Instructions for participants



This is an Operator Managed Call

All lines are muted until the Question & Answer period

Once the Q&A period has begun, the Operator will explain to participants the process for asking a question

When the Operator unmutes your line, they will call you by the name you provided during the dial-in process

Your question must be asked in the same language as the line you dialed into

- English line = English Question; French line = French Question
- Floor line = English or French Question

Questions will only be accepted via the telephone

QUESTIONS AND ANSWERS



RECAP AND CLOSING REMARKS

THANKS FOR ATTENDING!