

ITSM PVR Q & A Log as of 2015-12-17

#	Question Content	Answer Content
001	<p>It appears that SSC is using the terms "outsourced" and "managed interchangeably. In previous procurements (ETI, for example), SSC used the term "managed" to refer to a service that could be hosted by SSC and managed by the supplier; and, "outsourced" to refer to a service hosted by the supplier and managed by the supplier.</p> <p>In Section 1.1 a): "This Invitation to Qualify (ITQ) is the first phase of a procurement process by Shared Services Canada (SSC) for a <b>fully-outsourced</b> Information Technology Management (ITSM) solution (the "Project")".</p> <p>In Section 1.2 a): SSC has a requirement for immediate deployment of a mature, <b>outsourced</b> ITSM <b>managed</b> service solution.</p> <p>In Annex A, first paragraph: "....must propose an existing ITSM <b>managed</b> service that satisfies all of the following mandatory requirements...."</p> <p>Is SSC intending to qualify service providers who host and manage an ITSM solution; or, service providers who can manage an on-SSC-premise ITSM service? If the latter, do on-premise instances of an ITSM that are managed by a supplier suitable references for "substantiation of compliance"?</p>	<p>SSC will be qualifying service providers who host and manage an ITSM solution. As such, the service provider is expected to propose their own premise and not an SSC premise. Therefore, a on-premise instance of an ITSM is not suitable for compliance</p>

002	<p>In Annex A first paragraph, SSC states that prospective suppliers "...must <b>propose</b> an existing ITSM managed service that satisfies all of the following mandatory requirements..."</p> <p>Where a supplier might qualify with more than one ITSM solution alternative, does this imply that by submitting a response to the ITQ, the supplier is committing to provide a specific solution?</p>	<p>Given that the RFP will contain more detailed specifications relating to SSC's ITSM requirement, respondents who are uncertain which of multiple solutions might be the best suited to meet Canada's needs may propose more than one solution. However, to do so, they must respond to <u>each</u> qualification requirement with respect to <u>each</u> solution proposed. For example, by submitting multiple Annex A – Qualification Requirements responses (one for each proposed potential solution). In evaluating such a response:</p> <ul style="list-style-type: none"> <li>(a) If each solution is found to be compliant and the Respondent qualifies pursuant to all the terms and conditions of the ITQ, that Respondent would be able to propose any of the compliant solutions that it proposed; but</li> <li>(b) If any solution is found not to be compliant, but the Respondent qualifies pursuant to all the terms and conditions of the ITQ with respect to one or more other proposed solutions, that Respondent would only be able to bid one of the solutions found to be compliant at the ITQ stage.</li> </ul>
003	<p>We are in receipt of your recent ITQ for an ITSM Solution for Shared Services Canada.</p> <p>Give the comprehensive nature of your ITQ and the request for Customer references, etc., we would like to formally request an extension to all relative dates that are associated with this ITQ – including comments and questions.</p>	<p>Canada will extend the "Closing Date" to Wednesday December 23<sup>rd</sup>, 2015 at 14:00 hours Eastern Standard Time.</p> <p>Canada will extend the "Questions and Comments" for "Follow-On Questions" to Monday December 14<sup>th</sup>, 2015 at 17:00 hours Eastern Standard Time.</p>

	We look forward to hearing from you.	
004	<p>We would like to submit the following question with respect to the ITQ named in the subject line:</p> <p><i>In order to properly assess SSC's requirements against the services provided by us and our partners, and in order to validate and receive agreement from the required customer references, we would like to request a 2 week extension to both the question period and the due date for this ITQ. Please grant a 2 week extension to both the ITQ and the question period.</i></p>	<p>Canada will extend the "Closing Date" to Wednesday December 23<sup>rd</sup>, 2015 at 14:00 hours Eastern Standard Time.</p> <p>Canada will extend the "Questions and Comments" for "Follow-On Questions" to Monday December 14<sup>th</sup>, 2015 at 17:00 hours Eastern Standard Time.</p>
005	<p>CA respectfully requests a call with yourself and your fellow procurement team at your earliest convince to discuss our concerns. The timeframe for questions has been onerously short, based upon a comparison of ETI and DCSSI ITQ processes, and unfortunately despite our best efforts were were not able to compile a complete list as of the time of this email. We endeavor to complete our list of questions and concerns by tomorrows deadline, however in advance, we would request a call to discuss several of the qualification criteria listed.</p> <p>In particular we wish to discuss the requirement to have one interface for both PPM and ITSM functionality and how this, along with other requirements are of unique benefit to the Government of Canada. We know that industry wide, this limits the possible respondents to one, possibly two candidates which would limit competition for the GoC and further it invalidates the numerous client success stories we have where</p>	<p>SSC will not be discussing the qualification criteria with individual suppliers during the ITQ. Potential respondents are asked to put their questions in writing. The time for submitting questions was extended until December 14, 2015.</p>

	<p>PPM functionally running in an integrated yet independent system of our ITSM solutions and vice versa. We are concerned that CA is being eliminated from the process based upon a functionally minor interface/integration requirement, among others, that has no bearing on the hundreds if not thousands of clients we support.</p> <p>Our team is available for this discussion at your earliest possible convince. I would suggest Thursday from Noon to 1pm as a starting point in our calendars.</p>	
006	<p>Further to my note to you dated Monday, December 7, 2015. We are in receipt of your recent ITQ for an ITSM Solution for Shared Services Canada.</p> <p>Give the comprehensive nature of your ITQ and the request for Customer references, etc., we would like to formally request an extension to January 15, 2016 for the Closing Date - and all relative dates that are associated with this ITQ – including comments and questions.</p> <p>We look forward to hearing from you.</p>	<p>Potential respondents should note that the ITQ does not require the submission of any references from previous or existing customers, or contact information. It simply requires that the respondent identify certain existing or previous customers, and be prepared to provide contact information during the evaluation.</p> <p>Canada extended the “Closing Date” to Wednesday December 23<sup>rd</sup>, 2015 at 14:00 hours Eastern Standard Time.</p> <p>Canada extended the “Questions and Comments” for “Follow-On Questions” to Monday December 14<sup>th</sup>, 2015 at 17:00 hours Eastern Standard Time.</p>
007	<p>Please find below questions in reference to ITQ 15-31240-0/A.</p> <p>1. Will SSC agree to an extension to the closing date? We submit that a two week period to organize our team, including suppliers to respond</p>	<p>Many of SSC’s collaborative procurement processes have similarly been initiated with an ITQ, followed by collaboration with those who have qualified. This occurred, for example, on the GCNet WAN and Workplace Communication Services procurements.</p>

	<p>to this ITQ is insufficient. An extension to the closing date of 30 days is requested.</p> <p>2. Shared Services Canada has initiated a process to pre-qualify suppliers for a fully outsourced ITSM solution. This process will limit companies bidding on the actual work to only those prequalified pursuant to this ITQ. Concurrently, we understand that ITAC has been working with SSC to finalize a number of recommendations related to the Collaborative Procurement Initiative within SSC. This ITSM project is likely to result in a contract (or contracts) of significant size, scope and value. Considering the desire to work with valued public sector partners to deliver this service, we are surprised to see that the ITQ is open for a very short period (i.e. 2 weeks). Many industry members require time to consider future opportunities and to commit resources to the pursuit of such initiatives. The time it takes to garner the corporate support for such an initiative can often consume this full window of opportunity.</p> <p>Why has SSC not followed its Collaborative Procurement process by initiating open discussions and seeking input from Industry members prior to commencing a process that will potentially see capable and qualified companies and solutions eliminated from future competition should they be unable to meet the very restrictive deadline published by SSC?</p>	<p>There were extensive consultations after the ITQ phase of the DCSSI procurement process, including discussions surrounding ITSM functionality. Those consultations, together with further research and consultation with the Government of Canada, resulted in the decision to compete the ITSM as a solution separate from the DCSSI initiative.</p> <p>Respondents should bear in mind that responses to the ITQ require no commitment on the part of suppliers. That is, no supplier is required to respond to any subsequent RFP that may be released in a later stage of the procurement process. Therefore, any commitment of resources, at this stage, is strictly limited to the short-term resources involved in demonstrating that a respondent meets the qualification requirements.</p> <p>Canada will extend the “Closing Date” to Wednesday December 23<sup>rd</sup>, 2015 at 14:00 hours Eastern Standard Time. Canada will extend the “Questions and Comments” for “Follow-On Questions” to Monday December 14<sup>th</sup>, 2015 at 17:00 hours Eastern Standard Time.</p>
008	1. We would like to request an extension to the	Please see the answer to Question 007 with

<p>closing date of at least 45 days. Having only two weeks to adequately respond to such a document, with having to get the necessary team members involved, etc is not sufficient. As this pre-qualify process will limit the vendors who will be able to bid on the actual work, which will most likely result in a project of significant monetary value and scope, we do not believe that this 2 week timeline is sufficient. Based on our understanding, it does not seem that SSC is following its Collaborative Procurement process of initiating open discussion forums and requesting input from industry players, prior to kicking off a procurement process that could prevent qualified vendors from being able to bid on the future work, because they are not able to meet the unrealistic submission timelines.</p> <p>2. The IFQ requires that the ITSM solution include integrated project management capabilities. As project management is not addressed in ITIL v3, it is not an area typically included under ITSM solution requirements. While many ITSM solutions have some degree of project management capabilities, they lack the full lifecycle functionality that organizations need to properly adhere to project management standards- hence the need for a true PM solution. Gartner Group, nor PINK Elephant consider PPM to be in scope of an ITSM solution. Gartner actually suggests that integrating non-ITSM requirements, as part of an ITSM solution, is of concern as it draws product investment and focus away from the core ITSM requirements. Could you please clarify why these</p>	<p>respect to SSC’s collaborative procurement process.</p> <p>With respect to the question concerning the inclusion of project management functionality, SSC manages large and small-scale projects using the same resources who provide SSC’s services to its clients. A single application tracking the deployment of resources across both projects and services integrates the planning and execution of service and project activities. SSC considers having a single source of data feeding both service and project activities will reduce errors and is the most efficient and least risky method for SSC to accomplish its objectives.</p> <p>While SSC can appreciate that some organizations may have concluded that project management functionality is not core functionality for ITSM solutions, this ITQ reflects the unique requirements of SSC as an organization, rather than an analysis of the industry as a whole.</p> <p>Canada will extend the “Closing Date” to Wednesday December 23<sup>rd</sup>, 2015 at 14:00 hours Eastern Standard Time.</p> <p>Canada will extend the “Questions and Comments” for “Follow-On Questions” to Monday December 14<sup>th</sup>, 2015 at 17:00 hours Eastern Standard Time.</p>
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	requirements are being included as part of the ITSM solicitation for SSC?	
009	<p>Since the definition of Managed Services may differ amongst providers, would SSC please provide a list of what are the major service components the ITSM Managed Services they are looking for must include?</p> <p>a. What are the day-2 operational activities SSC requires from the provider?</p>	SSC expects respondents to provide their view of the major service components as part of their ITIL v3 2011 aligned Managed Service response.
010	Can SSC please clarify why Project, Demand, and Capacity management are explicitly called out when the required ITIL V3 (2011) processes required to successfully deploy a service management platform are not specified. SSC has not outlined which of the ITIL specific process (Incident, Problem, Change, Configuration, etc...), or any of the critical capabilities concerning discovery, reconciliation, normalization, etc...	SSC expects that the respondents to provide an ITIL v3 2011 aligned managed service as their response. Certain process areas have been explicitly referenced where SSC has limited expertise in these areas.
011	Does SSC require the three customer references to be using multiple modules as evidence of the ease of deployment and maturity of the solution in large-scale organizations? Based on our experience, when customers do not specifically request high complexity environment examples, they are often provided with overly simplistic references. SSC should also require that references be provided for multi-tenant environment similar in scale and complexity to their own.	SSC requires the three customer references to match the solution that the respondent is proposing.
012	Is SSC agreeing that the detailed design and	Detailed design and implementation may be done

	implementation phases can be done by personnel without clearances including access to IP addresses which are normally restricted?	by personnel without clearances providing they do not require access and cannot access Government of Canada data or sensitive information.
013	<p>Need confirmation of what is included in this 30 calendar days for delivery:</p> <ul style="list-style-type: none"> <li>b. Does this include any of the SA&amp;A processes that CSE would require before granting authorization to operate?</li> <li>c. As well, if the SA&amp;A process was applied after deployment who would be responsible for the additional costs and delays?</li> </ul>	CSE is not responsible for granting Authorization for SSC services. Please be aware that part of this procurement process will be to review and refine requirements, at that time Assessment and authorization will be discussed at that time.
014	Does SSC require support for KCS (Knowledge Centered Support)? Similar to ITIL, KCS has become the best practice standard for proper management of knowledge amongst maturing organizations. Our experience in working with large-scale service providers, a proper knowledge management solution based on KCS principles is the only manner in which to deliver highly efficient service with high level of customer satisfaction.	SSC expects the Respondent to include any components required to deliver their best of breed Managed Service offering.
015	Does SSC require that the ITSM solution adhere to industry standards such as DMTF CIM (common information model) and CMDB federation (CMDBf)? This is to ensure the ability to properly integrate and federate data from the configuration management system. Our experience has demonstrated that products that do not adhere to accepted industry	SSC expects the Respondent to include any components required to deliver their best of breed Managed Service offering.



	standards are difficult to integrate and manage in complex environments.	
016	Does SSC have any planned contingency in the event that this cloud-based solution must be repatriated on premise at some point in the future? As organizations evolve and adjust to new corporate policies, it is critical that opportunities are flexible to easily move from one delivery model to another be readily available as a vendor defined option (not a one-off).	Although SSC has not defined a specific contingency for repatriation, it is expected any solution will have a valid exit strategy (i.e. no unreasonable barriers to exit) included as part of the solution.
017	Given the challenges that SSC traditionally has with inter-connectivity between data centers and the challenges with opening firewall ports, what is the motivation behind changing the delivery model to cloud-based?	SSC is looking for a proven and mature IT Service Management model that is available today. Cloud based services provide the shortest implementation time.
018	Does SSC require multiple data sources to populate the CMDB, including maintaining of data provenance and normalization through programmatic reconciliation of multiple discovery sources? Our experience working with large, complex service providers is that there is never one single source of data – for this reason proper reconciliation and normalization are critical capabilities of an industry standards based CMDB.	SSC expects the Respondent to include any components required to deliver their best of breed Managed Service offering.
019	What are SSC's requirements regarding federated multi-tenancy to be able to support multiple, complex government agencies from a single leveraged platform in order to get proper consolidated reporting and cross-departmental visibility at all levels? SSC has been given the	SSC expects the Respondent to include any components required to deliver their best of breed Managed Service offering.

	mandate to consolidate the service support for multiple distinct government agencies – as such, they must ensure that their selected solution platform provides sophisticated multi-tenancy as part of single architecture. Several products attempt to provide multi-tenancy through various work-arounds; it is not core to the solution architecture	
020	We did not see any requirement for reporting. Does SSC require built-in flexible and dynamic self-service reporting, executive dash-boarding and analytics capabilities within a single platform in support of its operations and compliance needs? In working with numerous shared service providers, the ability for lines of business to create their own ad-hoc dashboards without the need to rely upon contractors or database administrators is critical to the success of the program.	SSC expects the Respondent to include any components required to deliver their best of breed Managed Service offering.
021	Does SSC have any requirements concerning the version numbers or underlying platform components? This is in order to ensure maximum efficiency and security for SSC; for example, JavaScript servlet engine version must be no older than current -1? Platforms that are dependent upon outdated underpinning technologies are at a much greater risk for security vulnerabilities.	SSC expects the Respondent to include any components required to deliver their best of breed Managed Service offering.
022	We did not see any requirement for infrastructure and application discovery in the ITQ. Does SSC require the capability to comprehensively discover the entire infrastructure and application (hundreds of thousands CIs) relationships, and seamlessly and automatically populate it into a CMDB? A robust, accurate and	SSC expects the Respondent to include any components required to deliver their best of breed Managed Service offering.

	continuously updated CMDB is key for a successful ITSM program.	
023	Does SSC plan to provide support for a native-mobile app experience to satisfy a shifting generational workforce with modern and innovative self-service capabilities (e.g. formless, context-aware, location-aware, virtual agent/chat, social and collaborative)?	SSC expects the Respondent to include any components required to deliver their best of breed Managed Service offering.
024	Does SSC require native integrations between the ITSM solution and other IT Operations Management disciplines (e.g. Infrastructure and Applications Monitoring, Availability, Capacity Management, Provisioning, etc...) in order to define complete service and impact models and support automated service resolution?	SSC expects the Respondent to include any components required to deliver their best of breed Managed Service offering.
025	Is SSC planning for a comprehensive Service Broker capability (content, apps, software, technology services, infrastructure services, facility services, etc.) providing well-integrated ITSM requests, approvals, change records, and incidents? Consolidated multiple disparate service catalogues into a single self-service portal is critical to the success of shared services organizations in a complex, dynamic environment.	SSC recognizes the need for service brokering. We continue to define our service broker requirements.
026	<p><i>The proposed ITSM managed service must be ISO 27001 certified.</i></p> <p><i>(Additional Information: To meet this requirement, Respondents are requested to include the certificate with their response. In the alternative, Respondents may confirm in their</i></p>	The requirement is to demonstrate that the Respondents Managed Service has previously successfully gone through ISO 27001 certification.

	<p><i>response that the proposed ITSM solution is ISO 27001 certified and then must provide the certificate to SSC within 48 hours when requested during evaluation.)</i></p> <p>Since this system will be dedicated and will handle Protected B information the risk-based approach for 27001 dictates that it would require a specific certification not an existing one for a managed service without GC security requirements.</p> <p>ISO 27001 uses a topdown, risk-based approach and is technology-neutral. The specification defines a six-part planning process:</p> <ol style="list-style-type: none"> <li>1. Define a security policy.</li> <li>2. Define the scope of the ISMS.</li> <li>3. Conduct a risk assessment.</li> <li>4. Manage identified risks.</li> <li>5. Select control objectives and controls to be implemented.</li> <li>6. Prepare a statement of applicability.</li> </ol>	
027	<p>There have not been any consultations for vendors that only specialize in the provision of managed ITSM solutions. Would SSC consider following the Collaborative Procurement process from the beginning of the industry engagement phase?</p>	<p>Please see the response to Question 007.</p>
028	<p>There are 10 ITSM product vendors in the latest Gartner Group ITSM Magic Quadrant, and +25 ITSM vendors with the PinkVerify Stamp of Approval for 10 or more ITIL V3 (2011) processes. The ITQ includes requirements such as ISO27001, Protected B hosting, Project Management, and</p>	<p>The intention of the ITQ is solicit responses from all potential respondents that meet SSC's qualification requirements. SSC recognizes that its requirements reflect a unique set of requirements, but these are based on the needs of SSC as a complex organization delivering shared services to more</p>

	time tracking which limit the field to approximately 5 vendors. If you add the requirement that the solution cannot use different modules to meet the requirements (single architecture and data model), the ITQ appears to be using not ITIL/ITSM requirements to provide an unfair advantage to a single vendor. Is the intent of this IQT to solicit a single response from a preferred supplier?	than 100 departments and agencies across the Government of Canada. The ITSM procurement process is intended to result in the selection of the single vendor that best meets those requirements, but SSC has no preference for a specific vendor.
029	Why is SSC looking to procure a "Managed Service" solution as opposed to using their own hosting and data centre services? Is there concern that SSC will not be able to establish the required environment in a timely manner or to the required standard?	SSC is looking to fast track the implementation of a mature managed service, we believe this will be achieved by using an existing Service Management solution.
030	It is recommended that SSC consider assessing the total cost of ownership of a managed service ITSM solution versus an on-premise ITSM managed service to assess which model would provide the best return on investment over a 10 year horizon.	SSC has an urgent need to deploy an ITSM solution across its many business lines. Total cost of ownership has been one of many factors considered in determining the approach that will best serve the needs of SSC. SSC has noted your observation.
031	The majority of ITSM product vendors don't currently have a Protected B and ISO27001 compliant ITSM managed solution at this time, but they would certainly commit to meeting those requirements prior to go-live given that this procurement has the potential to be 100s of millions of dollars. Would SSC consider modifying the Protected B and ISO27001 requirements such that vendors can commit to being compliant prior to a planned go-live date to be determined by SSC.	SSC's need to deploy an ITSM solution across its many business lines is considered to be urgent. As a result, SSC is seeking a solution that is ready to be deployed as soon as possible. For this reason, SSC will not consider modifying these requirements.  At this time, the two requirements of Protected B and ISO 27001 compliancy will remain as-is.
032	Based on the SRCL in the ITQ, there is a personnel security requirement for resources at Secret Level. Do all resources that support the ITSM managed	Only those in contact with or who have the potential to access Government of Canada Data require Secret security clearance.

	service environment need to be Secret cleared?	
033	The second mandatory requirement asks for 3 project references for large scale organizations of the proposed ITSM Managed Service. Do these project references need to be for clients that have been using the ITSM Managed Service on a Protected B environment, with ISO 27001 certification, and that are using all ITSM and Project Management requirements requested in the ITQ for the last 24 months?	<p>As stated in the ITQ, the 3 large-scale organizations must have been using the proposed ITSM managed service “for at least 24 consecutive months” over the “5 years leading up to the response submission date”.</p> <p>There is no requirement to demonstrate that these organizations have been using the proposed ITSM managed service in a Protected B environment, or to demonstrate that the organizations have been using all the functionality required by SSC.</p> <p>The requirement is to demonstrate that the Respondents Managed Service has previously successfully gone through ISO 27001 certification on at least one of the references.</p>
034	For the second mandatory requirement, can we use project references even if the ITSM Managed Service deployed to those clients includes customizations?	SSC requires the three customer references to match the solution that the respondent is proposing.
035	In terms of personnel security requirements, can resources that do not have Reliability or Secret clearance perform any activities related to ITSM Managed Service? Eg. perform server installations and upgrades, administer the ITSM application...	Only those in contact with or who have the potential to access Government of Canada Data require Secret security clearance.
036	Does the ISO27001 compliance need to have been obtained within the Protected B environment hosted version of the ITSM Managed Service?	No. The requirement is to demonstrate that the Respondents Managed Service has previously successfully gone through ISO 27001 certification.
037	Section 1.4 states “a response can be rejected due	It would not be possible to define all the

	to an actual or apparent conflict of interest or unfair advantage”. Can you please identify and explain those circumstances that “can” lead to a conflict or unfair advantage?	circumstances that can lead to a conflict or unfair advantage. However, as indicated in the Standard Instructions, one example is that the respondent, any of its subcontractors, or any of their respective employees or former employees was involved in any manner in the preparation of the solicitation. In the case of the ITSM ITQ, no contractors have been involved in the development of the ITQ itself. However, contractors were involved in drafting portions of the Statement of Work being developed for the ITSM solution, because ITSM functionality was part of Statements of Work originally developed in the context of the DCSSI project. SSC considers that a supplier involved in drafting a Statement of Work can have an unfair advantage when bidding in response to that requirement.
038	Can we provide the number of supported users of a client organization as opposed to the organization’s approximate number of employees? A supported user may be an employee, contractor, or customer.	The organization employees supported will remain as-is at this ITQ stage.
039	Due to staffing models, some organizations rely on and may have more contractors than permanent employees. As such, can we count contractors when determining an organizations number of employees?	Yes. Contractors who are receiving their business direction directly through that organization may be included.
040	Do the addresses of the primary and secondary data centers need to be specified, or is it enough to provide the city/province so long as it is clear that no part of the 2 cities are within 100km of each other?	The Respondent is to commit that the two data centers are not within 100km of each other. SSC does not require full addresses of the data centers at this time (during ITQ).
041	Section 1.1 mentions the ITQ as the first phase of	Please see Answer 007.

<p>the procurement process for a fully outsourced ITSM solution. Section 1.3 states that the ITQ phase will be followed by an RFP phase and potentially even negotiating a contract if there is only a single Qualified Respondent. This is against the collaborative procurement process that Shared Services Canada lists in Figure 1 at <a href="http://www.ssc-spc.gc.ca/pages/itir-triti/itir-may2615-pres3-eng.html">http://www.ssc-spc.gc.ca/pages/itir-triti/itir-may2615-pres3-eng.html</a> . On this page SSC states "This figure represents the chronology of the Collaborative Procurement Process's various phases. The first box represents the Industry Engagement Phase, which includes industry engagement days, industry engagement one-on-one meetings, the Request for Information (RFI) industry workshop, responses to the RFI, as well as RFI clarifications and one-on-one meetings. The next phase is the Request for Responses for Evaluation (RFRE) Invitation to Qualify (ITQ) Phase. The third phase is the Review and Refine Requirements (RRR) Phase, which includes RRR one-on-one meetings. The fourth phase is the Bid Solicitation Phase, which leads to a contract award, and then to the final phase: the Implementation Phase."</p> <p>This procurement could be for up to 10 years and a \$200M+ contract. There are a number of significant ITSM solutions in the marketplace, as well as a number of choices in terms of vendors and options on how the ITSM solutions can be delivered as a service, however in this instance Shared Services is short circuiting its own process by trying to unfairly restrict the managed service requirements so that, in a short 2 week period, all</p>	<p>SSC does not have a single universal procurement process that it uses. As indicated on the website referenced in the question, certain specific procurements were identified in that review.</p> <p>SSC does not currently consider this procurement to be of a value similar to those listed on that website.</p> <p>The ITQ does not preclude the collaboration of vendors in the form of the questions being received such as this, and the potential for further collaboration during other stages of the procurement process.</p>
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	<p>other potential vendors and solutions are unable to qualify. In order to ensure that the vendor community has a fair chance to provide the solution that provides the best value and best solution to meet SSC's requirements, would Shared Services please cancel this ITQ and follow the collaborative procurement process that they have defined for procurements of this size and complexity?</p>	
042	<p>TBS provides the following guidance to departments "In accordance with GC Enterprise IT Modernization priorities, TBS Chief Information Officer Branch is guiding departments and agencies to fully evaluate safe, secure and cost-effective cloud computing services and solutions, including Government of Canada's enterprise-wide service initiatives when considering new IT investments." The enterprise-wide service initiatives include existing competed solutions for project and portfolio management, service management tools and case management, any of which could be used to deliver ITSM capabilities. The Government of Canada and the vendor community have invested significantly in these procurement processes and implementations, and these should be leveraged where possible - or at least the costs of various options should be evaluated in a fair and transparent competitive process. Can Shared Services Canada please provide the opportunity for the enterprise-wide initiatives to be fully evaluated by cancelling this ITQ and reverting to the full SSC collaborative procurement process?</p>	<p>SSC will not be cancelling the ITQ at this time.</p>
043	<p>The Government of Canada already has major</p>	<p>SSC has assessed its existing solutions and</p>

	<p>investments in 2 competed project and portfolio management solutions, CA Clarity and Microsoft Enterprise Project Management. There are even options to consume these solutions as managed services. It appears that the project management requirements have been added in order to eliminate all potential ITSM solution vendors with the exception of one vendor. In order to ensure a fair and competitive process and to ensure that the most cost effective solution to meet SSC's project management requirements is chosen, please remove all project management requirements from the solicitation.</p>	<p>considers that they do not meet all of SSC's current requirements for an ITSM solution that is fully integrated with project management functionality. The project management requirements have been included in order to address the unique needs of SSC as an organization.</p>
044	<p>With this very restrictive ITQ, there is no way for SSC to evaluate the potentially extremely high costs of implementing and then paying for the managed service against other alternative options that are available within the government. The ITQ will only allow 1 or very few vendors to qualify. We believe that leveraging certain internal government solutions that are available could provide ITSM capabilities to SSC at a fraction of the cost for a completely managed service, but these options would never get considered because of the restrictions of the ITQ requirements. There is no way to assess the cost differences based on the current ITQ which would eliminate almost all potential solutions due to the stringent requirements of a 5 year managed service, single platform etc. In order to better assess the options, would SSC please cancel and use the collaborative procurement process or refine this ITQ so that ITSM providers can evaluate and propose the deployment option that provides the best value to</p>	<p>SSC considers that the best value to SSC will be yielded by a solution that, first of all, meets all of SSC's requirements. These requirements are articulated in the qualification requirements for this ITQ and are informed by SSC's internal needs and experiences on previous projects.</p>

	SSC (cloud, hosting, onpremises)?	
045	<p>The first mandatory requirement of the ITQ is that the respondent must propose the exact managed service that they have been running for 5 years, even without having seen or had collaborative input for any of the detailed requirements that SSC requires. This approach severely limits competition, excluding ITSM service providers who may have newer managed services than 5 years, or newer technologies that they have had deployed for less than 5 years. Strong ITSM vendors such as system integrators have the ability to implement different ITSM solutions as managed services based on the customer's actual requirements. For some of SSC's other procurements such as Workplace Communication Services, service providers were able to qualify based on their experience and references so that the Crown get to work with experienced service providers, but the technology solution that was bid in the final RFP was determined after the detailed RRR process. Would SSC please change the first 2 mandatory requirements so that bidders can qualify as experienced ITSM providers and then refine their proposed ITSM managed solution using the collaboration procurement process defined by SSC?</p>	<p>Please see Answer 002.</p> <p>SSC's requirement is for a mature, existing ITSM managed service. SSC considers that the 5-year requirement is necessary to ensure that the solution is mature. However, the ITQ recognizes that "the ITSM managed service may represent the evolution of a managed service evolving over those 5 years and is not required to be identical to the managed service made available by the Respondent 5 years ago."</p> <p>Although 5 years may be considered a long period in the IT industry, SSC's research indicates that ITSM managed services first came on the market in 2006-2007 and there are a number of solutions available on the market that have been provided over the course of the past 5 years.</p>
046	<p>The first mandatory requirement asks for a mature service offered to the general public for at least 5 years. The stringency of this requirement eliminates all newer vendors who may have innovative or more cost effective solutions because they are built with newer technology than ones that have been running for 5 years. Would SSC</p>	<p>The 5 year requirement is in regard to the Managed Service and not the underlying technology.</p>

	please reduce the 5 year requirement for the first requirement down to 2 years?	
047	The second mandatory requirement asked for 3 large-scale organizations of 100,000 employees even if they don't use the ITSM services. The 100,000 user number is irrelevant if the users do not use the services. Would SSC please reduce the number of employees in this requirement from 100,000 to 20,000 in order to ensure that more experienced bidders can qualify?	The 100,000 user requirement will remain as-is at this ITQ Stage.
048	Would SSC please specify the exact list and scope of ITSM processes that would be covered by this procurement?	SSC expects the Respondent to include any components required to deliver their best of breed Managed Service offering.
049	The ITSM solution is a major, complex service which could result in an up to 10 year contract of \$200M+. It is important for SSC to give the vendor community enough time to analyze, ask questions, talk to partners and references and determine if they are planning to pursue this opportunity. It is unfair to give the vendor community only 2 weeks to qualify for a procurement that, if they are not able to qualify, will shut them out of SSC for up to 10 years without being given a fair chance of competing for the business. For this reason, would SSC please cancel this ITQ and extend this procurement process into the collaborative procurement process that has been used for other procurements of this size and scope.	SSC will not be cancelling the ITQ at this time.
050	Would SSC please extend the ITQ deadline to January 15 <sup>th</sup> 2016 and the question period to January 10 <sup>th</sup> 2016 in order to provide industry with time to assess the answers and potential changes from all of the questions and to fully explore the	Canada will extend the "Closing Date" to Wednesday December 23rd, 2015 at 14:00 hours Eastern Standard Time. Canada will extend the "Questions and Comments" for "Follow-On Questions" to Monday December

	customer references who may not be available during the holiday period.	14th, 2015 at 17:00 hours Eastern Standard Time.
051	We respectively ask for an extension of the ITQ due date to January 6/2016?	Canada extended the "Closing Date" to Wednesday December 23rd, 2015 at 14:00 hours Eastern Standard Time. Canada extended the "Questions and Comments" for "Follow-On Questions" to Monday December 14th, 2015 at 17:00 hours Eastern Standard Time.
052	"The proposed ITSM managed service must offer high availability (i.e., 99.999%) 24 hours a day, 7 days a week, 365 days a year. The supplier must demonstrate that its proposed ITSM managed service has delivered high availability over the course of the 2014 calendar year."  Question: Does the 99.999% availability figure include/exclude planned downtime?"	The SSC availability requirement stands at 99.999% and excludes approved planned downtime.
053	"The proposed ITSM managed service must offer high availability (i.e., 99.999%) 24 hours a day, 7 days a week, 365 days a year. The supplier must demonstrate that its proposed ITSM managed service has delivered high availability over the course of the 2014 calendar year."  Question: The 99.999% availability requirement is equivalent to 5 min. and 15 sec. of downtime per year. Studies have determined that 99.9% (8 hrs. and 45 min. of downtime per year) is the most cost effective and appropriate for IT Service Management. The cost of providing 99.999% availability will result in significantly higher managed service costs to SSC and the Government	We will accept 99.999% availability at this stage of the procurement process.

	of Canada. Would SSC consider a solution with 99.9% availability if it was more cost effective to the crown?	
054	<p>4.3 ITQ Phase Second Qualification Round</p> <p>a) Canada reserves the right, in its sole discretion, to conduct a second qualification round among the unsuccessful Respondents if, in Canada's opinion, the first qualification round results in an insufficient number of Qualified Respondents.</p> <p>Question: Please specify what an insufficient number of qualified respondents is?</p>	SSC will make this determination in its discretion after reviewing the responses received.
055	<p>"The Respondent must propose a mature, existing ITSM managed service, meaning that the Respondent (or the OEM of that managed service, if the Respondent is not the OEM) has offered that solution to the general public for at least 5 years leading up to the submission closing date. In order to meet this requirement, the ITSM managed service may represent the evolution of a managed service evolving over those 5 years and is not required to be identical to the managed service made available by the Respondent 5 years ago. "</p> <p>Question: A managed service can be an onsite or offsite fully managed service or a Cloud based SaaS solution. Does SSC have a preference of one over the other? If so, which one?</p>	SSC is looking for a proven and mature IT Service Management model that does not include on-site services.
056	The proposed ITSM managed service must be configurable (without customization) to meet each of the following requirements: Facilitate product updates while maintaining client configuration; Ability to adjust and adapt process; and Ability to	SSC will not be customizing the Service Management solution, but will be making configuration changes using Service Management parameters to meet its specific requirements.

	<p>add or modify data elements to meet changing requirements, without affecting the ability to perform product upgrades. For this requirement, “configuration” without “customization” permits the existing tool to be adjusted to the customer’s circumstances without any new software code being written.”</p> <p>Question: In the event that SSC customizes the ITSM solution, does SSC require the vendor to maintain the customization across upgrades and migrations? Please provide the requirements of the managed service qualifier with regards to customizations if necessary?</p>	
057	<p>“The proposed ITSM managed service must protect all stored data associated with the service in a facility in Canada that is, effective on contract award date (i.e., without customization), suitable for the storage of data up to and including Government of Canada Protected B level.</p> <p>SSC has requested the managed service solution must protect all stored data associated with the service in a facility in Canada due to the Protected B classification of data, however the current requirements would allow for non-Canadian vendors and resources to manage and therefore handle and access GOC Protected B data outside of Canada. It would also currently allow access to the Canadian resident data from any application or entity anywhere in the world.</p> <p>Suggest modifying the requirement to the</p>	<p>SSC’s encryption requirements are considered the primary means for securing the information. As indicated in the ITQ, “The proposed ITSM managed service must encrypt all data using Advanced Encryption Standard (AES) 128-bit encryption or stronger and SSC must control access to the only encryption key (i.e., the Respondent or OEM cannot control the encryption key).”</p> <p>SSC has noted your observations but will not change the requirement at the ITQ Stage</p>

	<p>following:</p> <p>The proposed ITSM managed service must protect all stored data associated with the service in a facility in Canada that is, effective on contract award date (i.e., without customization), suitable for the storage of data up to and including Government of Canada Protected B level. The solution must also ensure that access to all stored data be allowed only from Canada by Canadian resources.</p>	
058	<p>“The proposed ITSM managed service must include functionality for performing project management by tracking cost, performance and schedule, including the planning and utilization of resources. In order to qualify, the project management functionality can be in accordance with industry norms and does not necessarily need to follow a specification; however, it is a requirement that this functionality be part of the single, integrated system built as a single technological platform required above. This functionality must have been part of the proposed ITSM managed service for at least 2 years prior to the submission closing date.”</p> <p>Many Government of Canada departments have currently standardized project management processes with the use of CA Clarity. Would the GoC consider modifying the requirement for integrated project management and accept an ITSM solution that integrates with CA Clarity for project</p>	<p>SSC expects the Respondent to include any components required to deliver their best of breed Managed Service offering.</p>



	<p>management tasks.</p> <p>Suggestion to change to the following:</p> <p>“The proposed ITSM managed service must include functionality for performing project management by tracking cost, performance and schedule, including the planning and utilization of resources or integrate with CA Clarity solution for Project and Portfolio management. In order to qualify, the project management functionality can be in accordance with industry norms and does not necessarily need to follow a specification; however, it is a requirement that this functionality either be part of the single, integrated system built as a single technological platform required above, or integrate directly to CA Clarity for project management functions. This functionality must have been part of the proposed ITSM managed service for at least 2 years prior to the submission closing date.”</p>	
059	<p>SSC has not considered the cost of service tickets in the ITQ requirements. The average cost of a service ticket to an organization is 67\$ per ticket. To reduce the overall cost of Service Management capability to SSC, the GOC and ultimately the taxpayers of Canada the solution should provide proven technology that reduces the number of service tickets required.</p> <p>Suggestion to add the following requirement:</p> <p>The ITSM solution must provide advanced</p>	<p>SSC expects the Respondent to include any components required to deliver their best of breed Managed Service offering.</p>

	<p>self service capabilities that reduces the overall number of service tickets. The supplier must demonstrate that its proposed ITSM managed service provides increased self service capability and has reduced the number of service tickets by a minimum of 20% since its implementation for at least one customer.</p>	
060	<p>The ITQ is centered on IT Service Management for SSC only. However, SSC has communicated in the past, the desire to become a service broker for IT and there are currently no requirements to provide IT Service Broker capabilities within the ITQ. A solution that would also aggregate existing partner departments ITSM solutions, future knowledge bases and Cloud Management platform into a single government wide IT service broker solution would provide the benefits of one single shop for all services for all departments and would significantly reduce the costs of catalog and knowledge base consolidation to the crown.</p> <p>Suggestion to add the following:</p> <p>It is a desirable to provide a catalog and knowledge aggregation capability to deliver a one stop shop for GOC IT services. Please explain how your solution provides this capability.</p>	<p>SSC recognizes the need for service brokering. We continue to define our service broker requirements.</p>
061	<p>SSC has not requested financial capability of the OEM of the IT Service Management products in</p>	<p>Thank you for this input. Financial capability requirements are typically addressed by SSC at the</p>

	<p>use by the managed service provider as part of the requirements. In order to protect the crown particularly from the stability of cloud service vendors, it is strongly suggested that a requirement for proof of positive financial revenue and profit growth by the qualified vendor over the past 2 years.</p>	<p>RFP stage of its procurements and your suggestion will be considered in that context.</p> <p>SSC has noted your observation.</p>
062	<p>SSC has requested a managed service that may be composed of IT Service Management products that infringe on intellectual property (example: Open Source software). This can cause a significant risk to the Government of Canada of financial exposure and/or service delivery degradation. It is suggested that SSC ensure that the IT Service Management products in use by the qualified managed service provider are not currently suspect of infringement to intellectual property including copyrights and/or patents.</p>	<p>SSC cannot become involved in intellectual property disputes among potential competitors. These disputes must be left to the competitors to settle or for the courts to determine.</p> <p>SSC normally includes requirements in its contracts, however, for assurances requirement intellectual property rights. This would be addressed at the RFP stage of the procurement process.</p>
063	<p>We specifically request that all technical requirements be removed at this time. This includes but is not limited to all mandatories starting on Pg 14 that speak to implementation methods. For example, the requirement to have one database for the combined ITSM/PPM solution is, in our opinion, limiting and risky in terms of disaster recovery. Technical implementation preferences are best discussed during the RRR phase with all potential respondents that can meet the business requirements. This would provide SSC with all different technical implementations of all possible respondents who meet the business objectives and create a more positive outcome thru a focused but still competitive group of</p>	<p>The qualification requirements set out in the ITQ are considered by SSC to be its core requirements.</p>

	respondents.	
064	We request that SSC procurement review the technical requirements in detail and consider the expressly eliminating the one vendor who in our opinion appears to have heavily and possibly irreversibly influenced this process to the extent that specific parts of their own product evolution for the past two years seem to be referenced in the mandatory requirements. We feel the impact has been such that we are uncertain of any other way there can be fair competition at this time.	No contractors or consultants were involved in the development of the qualification requirements for this ITQ. The qualification requirements reflect those considered by SSC to be critical to the success of this initiative, given the unique role of SSC to provide services to over 100 departments and agencies.
065	We request that SSC separate the requirements for Project and Portfolio management from the ITSM requirements. This suggestion was made by the majority of the qualified respondents of that procurement process, and accepted early on during DCSSI Category 3 ITQ and RRR phases, such that PPM was removed from the requirements. We now find that this as been re-introduced very peculiar as it is against the recommendations made prior, and further that its inclusion has been done in such a fashion that it seems that there is only one vendor in the market that can meet the technical requirements implementation requirements as outlined in this ITQ.	<p>The ITSM requirement reflected in this ITQ is quite different from the ITSM requirement reflected in DCSSI Category 3, given that the ITSM component discussed in the context of DCSSI Category 3 was only to be deployed in the context of that data centre requirement. The decision to remove the project management functionality from that requirement is quite distinct from the current requirement.</p> <p>The current requirement for an ITSM solution is an SSC-wide initiative to be deployed across all SSC business lines. For this reason, the requirement for project management functionality is considered by SSC to be critical.</p>
066	Finally, we request that a significant and substantial amount of time be provided for both questions and response to the ITSM ITQ such as 6 weeks. When looking at other similar ITQ's, such as ETI, WebRenewal, DCSSI and others, each were granted a minimum of 4-6 weeks of time for potential qualified respondents to respond. We recognize the urgency for SSC to move forward	<p>Canada has extended the "Closing Date" to Wednesday December 23rd, 2015 at 14:00 hours Eastern Standard Time.</p> <p>Canada has extended the "Questions and Comments" for "Follow-On Questions" to Monday December 14th, 2015 at 17:00 hours Eastern Standard Time.</p>

	with solution as quickly as possible and we wish to support in any way possible, however clearly there are fundamental changes between the ITSM/PPM components originally in DCSSI Category 3 and this ITQ and as such the time allotted for qualification is insufficient to be able to provide the best possible response to SSC.	
067	As more of an administrative item, we request that for the next release of the ITSM ITQ requirements be documented in such a way as to include a numbering system for easier reference.	SSC has noted your observation.
068	We are requesting clarification on the following requirement, "The Respondent (or the OEM of that managed service, if the Respondent is not the OEM) must have provided its proposed ITSM managed service to at least 3 large- scale organizations over the 5 years leading up to the response submission date." Please confirm if is the Respondent that should be providing the 3 reference accounts as to where the Respondent has deployed the proposed managed ITSM service?	Either the Respondent or the OEM may have provided the proposed ITSM managed service to at least 3 large-scale organizations over the 5 years leading up to the response submission date.  Any combination of the Respondent and/or OEM would be acceptable – for example, if the Respondent has provided the proposed ITSM managed service to 2 such organizations, and the OEM has provided the proposed ITSM managed service directly to another such organization, that would satisfy this requirement.
069	Not all SaaS or managed service providers measure or define high availability (HA) with same standard metrics. Can SSC please clarify the reference to 99.999% availability and if that percentage is the mandatory requirement or used as an example of HA. We would respectfully request the reference to 99.999% be removed from the "additional information" section of this mandatory requirement. Contractually the highest available SLA we can find in the public domain is 99.8 however managed service providers should be able	At this time our requirement remains at 99.999% availability.

	to demonstrate average uptime of 99.9% at a minimum.	
070	We are requesting clarification regarding “capacity” (ex. “provision of capacity to meet these demands” and “The proposed solution must work with capacity management in order to ensure that adequate resources are available at the appropriate levels of capacity to meet the demand for services.”), please confirm if capacity refers to <b>1.</b> SSC infrastructure resources in the workload/software or VM provisioning <b>2.</b> SSC human resources workload i.e.: “do we have enough unallocated man-hours with a particular skill-set to fulfill this project request”, or if capacity refers to both as described above?	SCC refers to "capacity provisioning" as the ability to ensure there is sufficient human and infrastructure resources. Capacity management may include both infrastructure and human resources as required to meet service objectives.
071	Amendment #3, issues on December 11 <sup>th</sup> , indicates: Extend closing date as follows: Closing Date and Time: Wednesday, December 23, 2015 at 2:00PM The deadline for submitting follow-up questions is Monday, December 14, 2015 at 5:00PM. None of the questions from December 9 <sup>th</sup> have been answered as of December 11 <sup>th</sup> late afternoon. Given the fact that the answers from the first Q&A could trigger additional questions and clarifications in order for bidders to determine if they qualify and what references to use, please extend the question period from Monday December 14 <sup>th</sup> to Monday January 4 <sup>th</sup> , 2016 or later. ITQs require a lot of validation with references and partners and may also require follow-up questions to SSC to ensure that the qualification criteria is well	SSC will not grant any further extensions at this time.

	<p>understood. Similarly, please extend the bid closing date to January 15<sup>th</sup> in order for bidders to obtain the reference approvals.</p>	
072	<p>With reference to the ITSM ITQ Solution document, Annex A, page 14, mandatory requirement:          “The proposed ITSM managed service must include functionality for performing project management by tracking cost, performance and schedule, including the planning and utilization of resources. In order to qualify, the project management functionality can be in accordance with industry norms and does not necessarily need to follow a specification; however, it is a requirement that this functionality be part of the single, integrated system built as a single technological platform required above. This functionality must have been part of the proposed ITSM managed service for at least 2 years prior to the submission closing date.”</p> <p>Based on our experience being involved in the delivery of ITSM support to millions of licenses (phones, servers, switches, etc) globally, we feel that project management is not core to ITSM functionality, and that SSC would be better served by pursuing the desired project management functionality outside of the ITSM solution. However, by making project management a mandatory ITSM functional requirement at the ITQ phase, SSC is choosing to exclude ITSM industry leaders who have differing project management approaches from participating in the RRR phase.</p>	<p>SSC's requirements include project management capabilities within the solution. At this time the requirement will remain as-is.</p>

	<p>We believe that including project management during the ITQ phase is unnecessarily limiting to industry, and will ultimately inhibit SSC from receiving and considering industry input that could result in a better final outcome to Canada. Would SSC please remove this mandatory requirement so that we can further elaborate on this point of view during the upcoming ITSM RRR phase?</p>	
073	<p>With reference to the ITSM ITQ Solution document, Annex A, page 15, mandatory requirement:          “The proposed ITSM managed service must include functionality allowing SSC resources to record and track their time against individual tasks and projects. In order to qualify, the time keeping/card management functionality can be in accordance with industry norms and does not necessarily need to follow a specification; however, it is a requirement that this functionality be part of the single, integrated system built as a single technological platform required above. This functionality must have been part of the Respondent’s proposed ITSM managed service for at least 2 years prior to the submission closing date.”</p> <p>Based on our experience being involved in the delivery of ITSM support to millions of licenses (phones, servers, switches, etc) globally, we feel that end user timecards and timekeeping functionality is not core to ITSM functionality, and that SSC would be better served by pursuing the desired end user timecards and timekeeping outside of the ITSM solution. However, by making</p>	<p>SSC's requirements include timekeeping capabilities within the solution. At this time the requirement will remain as-is.</p>



	<p>end user timecards and timekeeping a mandatory ITSM functional requirement at the ITQ phase, SSC is choosing to exclude ITSM industry leaders who have differing end user timecards and timekeeping approaches from participating in the RRR phase.</p> <p>We believe that including end user timecards and timekeeping during the ITQ phase is unnecessarily limiting to industry, and will ultimately inhibit SSC from receiving and considering industry input that could result in a better final outcome to Canada. Would SSC please remove this mandatory requirement so that we can further elaborate on this point of view during the upcoming ITSM RRR phase?</p>	
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