



**Canada School
of Public Service
École de la fonction
publique du Canada**

**RETURN BIDS TO:
RETOURNER LES SOUMISSIONS A:
Bid Receiving /**

Réception des soumissions
Canada School of Public Service, Bid
Receiving (Mailroom)
De La Salle Campus, 373 Sussex Drive
Ottawa, Ontario (Canada) K1N 6Z2

**REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION**

Proposal to: Canada School of Public
Service/École de la fonction publique du
Canada

We hereby offer to sell to Her Majesty the
Queen in right of Canada, in accordance
with the terms and conditions set out
herein, referred to herein or attached
hereto, the goods, services and
construction listed herein and on any
attached sheets at the price(s) set out
therefor.

Proposition aux: Canada School of Public
Service/École de la fonction publique du
Canada

Nous offrons par la présente de vendre à
Sa Majesté la Reine, chef du Canada, aux
conditions énoncées ou incluses par
référence dans la présente et aux annexes
ci-jointes, les biens, services et
construction énumérés ici sur toute feuille
ci-annexée, au(x) prix indiqué(s).

Comments - Commentaries

**THIS DOCUMENT CONTAINS A
SECURITY REQUIREMENT**

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

Title-Sujet Design and Delivery Services for training in Information Technology	
Solicitation No. – No. de l'invitation CSPS-RFP-1516-NL-002	Date February 09, 2016
Client Reference No. - No. De Référence du Client 20150474	
Solicitation Closes - L'invitation prend fin at - à 02:00 PM Eastern Standard Time (EST) on - le March 22, 2016	
Financial Codes - Codes financiers 0520-C10-1BOB-54406-C43241-S811007	
F.O.B. - F.A.B. Destination	
Address Inquiries to: - Adresser toute demande de renseignements à: Nathalie Lafortune Nathalie.lafortune@canada.ca	
Telephone No. - No de téléphone (819) 953-3443	Fax No. – No de Fax:
Destination of Goods and Services: Destinations des biens et services: National Capital Region	
Instructions : See Herein Instructions : Voir aux présentes	
Delivery Required – Livraison exigée See Herein	Delivery Offered – Livraison proposée
Name and title of person authorized to sign on behalf of Vendor/Firm Nom et titre de la personne autorisée à signer au nom du fournisseur/de l'entrepreneur	



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PART 1 - GENERAL INFORMATION

1. Introduction

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3 Bid Preparation Instructions: provides bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, and the basis of selection;
- Part 5 Certifications: includes the certifications to be provided;
- Part 6 Security Requirements: includes specific requirements that must be addressed by bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Attachments include the Pricing Schedule, Technical Criteria, and Certification Precedent to Contract Award.

The Annexes include the Statement of Work, the Basis of Payment and the Security Requirements Checklist.

2. Summary

2.1 This bid solicitation is being issued to satisfy the requirement of the Canada School of Public Service for the provision of a Contractor to research, design and deliver two separate half day courses for public service senior executives titled "Understanding and Using IT (Information Technology) as a Strategic Asset" and "Communicating the Value of IT". It is intended to resulting in the award of one (1) contract.

2.2 There is a security requirement associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. Bidders should consult the "Security Requirements for PWGSC Bid Solicitations - Instructions for Bidders" (<http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31>) document on the Departmental Standard Procurement Documents web site.

2.3 The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), the Canada-Chile Free Trade Agreement (CCFTA), the Agreement on Internal Trade (AIT), the Canada-Peru Free Trade Agreement (CPFTA), the Canada-Columbia Free Trade Agreement (CCoIFTA), and the Canada-Panama Free Trade Agreement (CPanFTA).



3. Debriefings

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



PART 2 - BIDDER INSTRUCTION

1. Standard Instructions, Clauses and Conditions

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

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

The 2003 (2015-07-03) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation with the following changes:

- a) Wherever Public Works and Government Services Canada (PWGSC) revise to read "Canada School of Public Service (the School)";
- b) At Article 05, Submission of Bids, subparagraph 4, delete "Bids will remain open for acceptance for a period of not less than sixty (60) days from the closing date of the bid solicitation. Insert "Bids will remain open for acceptance for a period of not less than 120 days from the closing date of the bid solicitation."
- c) At Article 20, Further Information, delete the second paragraph in its entirety.

2. Submission of Bids

Bids must be submitted only to the location and by the date, time and place indicated on page 1 of the bid solicitation. Bids transmitted by electronic mail will not be accepted.

Bidders must indicate the RFP number on the packaging when submitting their bids.

Due to the nature of the bid solicitation, bids transmitted by facsimile will not be accepted.

3. Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPS, bidders must provide in writing before contract award for each question below, the answer and, as applicable, the information required.

If the Contracting Authority has not received the answer to the question and, as applicable, the information required by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the answer and, as applicable, the information required. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

Definitions

For the purposes of this clause,

"former public servant" is any former member of a department as defined in the *Financial Administration Act*, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- (a) an individual;



- (b) an individual who has incorporated;
- (c) a partnership made of former public servants; or
- (d) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means a pension or annual allowance paid under the [Public Service Superannuation Act \(PSSA\)](#), R.S., 1985, c. P-36, and any increases paid pursuant to the [Supplementary Retirement Benefits Act](#), R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the [Canadian Forces Superannuation Act](#), R.S., 1985, c. C-17, the [Defence Services Pension Continuation Act](#), 1970, c. D-3, the [Royal Canadian Mounted Police Pension Continuation Act](#), 1970, c. R-10, and the [Royal Canadian Mounted Police Superannuation Act](#), R.S., 1985, c. R-11, [the Members of Parliament Retiring Allowances Act](#), R.S., 1985, c. M-5, and that portion of pension payable to the [Canada Pension Plan Act](#), R.S., 1985, c. C-8.

Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension?

Yes () No ()

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

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

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

Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive?

Yes () No ()

If so, the Bidder must provide the following information:

- a) name of former public servant;
- b) conditions of the lump sum payment incentive;
- c) date of termination of employment;
- d) amount of lump sum payment;
- e) rate of pay on which lump sum payment is based;
- f) period of lump sum payment including start date, end date and number of weeks; and
- g) number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction program.



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

4. Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than ten (10) calendar days before the bid closing date. Enquiries received after that time may not be answered.

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

5. Applicable Laws

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

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

6. Improvement of Requirement During Solicitation Period

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least ten (10) days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.



PART 3 - BID PREPARATION INSTRUCTIONS

1. Bid Preparation Instructions

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

- Section I: Technical Bid (four hard copies)
- Section II: Financial Bid (one hard copy)
- Section III: Certifications (one hard copy)
- Section IV: Additional Information (one hard copy)

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

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

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

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

To assist Canada in reaching its objectives, bidders should:

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

Section I: Technical Bid

In their technical bid, bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability in a thorough, concise and clear manner for carrying out the work.

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

Part 4, Evaluation Procedures, contains additional instructions that bidders should consider when preparing their technical bid.

Section II: Financial Bid

1.1 Bidders must submit their financial bid in accordance with the Pricing Schedule detailed in Attachment 1 to Part 3. The total amount of Applicable Taxes must be shown separately.



1.2 Bidders must submit their rates FOB destination; Canadian customs duties and excise taxes included, as applicable; and Applicable Taxes excluded.

1.3 When preparing their financial bid, bidders should review the basis of payment in Annex B and clause 1.2, Financial Evaluation, of Part 4.

1.4 Bidders should include the following information in their financial bid:

1. Their legal name;
2. Their Procurement Business Number (PBN); and
3. The name of the contact person (including this person's mailing address, phone and facsimile numbers and email address) authorized by the Bidder to enter into communications with Canada with regards to:
 - o their bid; and
 - o any contract that may result from their bid.

1.5 SACC Manual Clauses

C3010T (2014-11-27), Exchange Rate Fluctuation Risk Mitigation

Section III: Certifications

In Section III of their bid, bidders should provide the certifications required under Part 5 and, as applicable, any associated additional information.

Section IV: Additional Information

In Section IV of their bid, Bidders should provide:

- For Part 2, article 3, Former Public Servant: the required answer to each question and, as applicable, the required information; and
- For Part 6, article 1, Security Requirement:
 - o the name of all individuals who will require access to classified or protected information, assets or sensitive work sites; and
 - o the address (es) containing the information below of proposed location(s) of work performance or document safeguarding.

Address:

Street Number / Street Name, Unit / Suite / Apartment Number

City, Province, Territory / State

Postal Code / Zip Code

Country



ATTACHMENT 1 TO PART 3 PRICING SCHEDULE

The Bidder must complete this pricing schedule and include it in its financial bid.

The volumetric data included in this pricing schedule are provided for bid evaluated price determination purposes only. They are not to be considered as a contractual guarantee. Their inclusion in this pricing schedule does not represent a commitment by Canada that Canada's future usage of the services described in the bid solicitation will be consistent with this data.

	PERIOD	QUOTED ALL-INCLUSIVE DAILY RATE (in Cdn \$)	Volumetric Data (estimated)	TOTAL (in Cdn \$)
		A	B	C= A x B
1	Period 1 – Contract Award to March 31, 2017		11 days	\$ _____
Total Period 1:				\$ _____
2	Optional Services		2 days	\$ _____
Total Optional Services:				\$ _____
4	EVALUATED PRICE (Applicable Taxes excluded): (i.e., sum of: Total Period 1 + Total Optional Services)			\$ _____
5	Applicable Taxes	Insert the amount, as applicable:		GST: \$ _____ HST: \$ _____ PST: \$ _____



PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

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

1.1 Technical Evaluation

1.1.1. Mandatory Technical Criteria

Refer to Attachment 1 to Part 4.

1.1.2 Point Rated Technical Criteria

Refer to Attachment 1 to part 4. Point rated technical criteria not addressed will be given a score of zero.

1.2 Financial Evaluation

1.2.1 The volumetric data included in the pricing schedule detailed in Attachment 1 to Part 3 are provided for bid evaluation price determination only. They are not to be considered as a contract guarantee.

1.2.2 For bid evaluation and contractor (s) selection purpose only, the evaluated price of a bid will be determined in accordance with the Pricing Schedule detailed in Attachment 1 to Part 3.

2. Basis of Selection

2.1 Basis of Selection - Lowest Evaluated Price Per Point

- 1. To be declared responsive, a bid must:
 - (a) comply with all the requirements of the bid solicitation;
 - (b) meet all the mandatory evaluation criteria; and
 - (c) obtain the required overall passing score specified in Attachment 1 to Part 4 for the point rated technical criteria.
- 2. Bids not meeting (a) or (b) or (c) will be declared non-responsive. Neither the responsive bid obtaining the highest number of points nor the one with the lowest evaluated price will necessarily be accepted.
- 3. The evaluated price per point of a responsive bid will be determined by dividing its evaluated price by the overall score it obtained for all the point rated technical criteria detailed in Attachment 1 to Part 4.
- 4. The responsive bid with the lowest evaluated price per point will be recommended for award of a contract. In the event two or more responsive bids have the same lowest evaluated price per point, the responsive bid that obtained the highest overall score for all the point rated technical criteria detailed in Attachment 1 to Part 4 will be recommended for award of a contract.



ATTACHMENT 1 TO PART 4 TECHNICAL CRITERIA

1.1.1 Mandatory Technical Criteria

The bid must meet the mandatory technical criteria specified below. The Bidder must provide the necessary documentation to support compliance with this requirement.

Bids which fail to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion should be addressed separately.

Item No.	MANDATORY REQUIREMENT	Proposal Reference page number
M1	<p>Resource/Education</p> <p>The Bidder must propose one (1) resource and demonstrate that the proposed resource successfully completed a Bachelor’s degree in Business Administration, or Commerce, or E-Business, or Computer Science or Computer Engineering, or Project/Program Management or the equivalent established by a recognized Canadian Academic credentials assessment services (www.cicic.ca/indexe.stm)</p> <p>A copy of the degree must be included in the proposal.</p> <p>If more than one (1) resource is proposed, only the first one in order of presentation will be evaluated.</p>	
M2	<p>Experience Developing and Delivering a Comparable Course</p> <p>The Bidder must demonstrate that the proposed resource has experience in both developing and delivering one (1) comparable classroom course within the last three years of the closing date of this solicitation.</p> <p>A comparable course is defined as a course with content covering any of the following areas:</p> <ul style="list-style-type: none"> a. The value of Information Technology as a strategic enabler for business; &/or b. Best practices in employing IT to business improvements/operations; and/or b. Communicating and making the case for IT enablement to business improvement/operations. <p>If more than one (1) course is submitted, only the first one in order of presentation will be evaluated.</p> <p>The duration of the course must be in excess of 2.5 hours and the proposed resource must have received a minimum overall fully acceptable evaluation for course content and delivery.</p>	



	<p>To demonstrate this experience, Bidders must provide the following information for the proposed resource:</p> <ol style="list-style-type: none"> a. Course title and content; b. Course duration in terms of hours and date(s); c. Description of the proposed resource’s role and responsibilities for development and/or delivery; d. A statement confirming that a fully acceptable rating was obtained; e. Language of course delivery; f. The name, title, of the client contact; and g. Telephone number and e-mail address of the client contact (if available). <p>References may be contacted for the purposes of validation of information provided.</p>	
<p>M3</p>	<p>Experience of the Proposed Resource in Contributing to the Research and/or the Body of Knowledge</p> <p>The Bidder must demonstrate that the proposed resource has experience contributing to the research and/or the body of knowledge associated with the themes identified at Appendix A of the SOW.</p> <p>To demonstrate this experience, the proposed resource must have, within the last three (3) years from the closing date of this solicitation, undertaken the following:</p> <ol style="list-style-type: none"> a. Published one (1) related article on line or in a journal or other business publication; and b. Made one (1) related presentation at an IT/business conference or other venues such as a Board of Directors meeting or given one related media interview. <p>For purposes of this criterion, body of knowledge is defined as contributing to the set of knowledge &/or practices and/or providing opinions relative to these, based on working experience or research in the field of IT and business transformation.</p> <p>Bidders must provide a short narrative for the experience of the proposed resource for a and b above, providing the following information:</p> <p>For the publication (a):</p> <ul style="list-style-type: none"> • Title of the article and subject matter; • A brief synopsis of the content; • The target audience; • Publishing date of article; and • Identification of where the material was published. <p>For the presentation or media interview (b):</p>	



	<ul style="list-style-type: none"> • The context for the presentation or media interview; • The content/subject matter; • The date; and • The target audience. 	
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1.1.2 Point Rated Technical Criteria

Bids which meet all the mandatory technical criteria will be evaluated and scored as specified in the tables inserted below.

Bids which fail to obtain the required overall passing score identified will be declared non-responsive. Each point rated technical criterion should be addressed separately.

Item No.	POINT RATED CRITERIA	Proposal Reference page number
R1	<p>Education</p> <p>The Bidder should demonstrate the proposed resource’s education above the Mandatory Criterion M1.</p> <p>Points will be awarded as per the following:</p> <ul style="list-style-type: none"> a. A Masters or Doctoral degree in any discipline: 10 pts b. Other related formal courses in the fields of IT, IM, project or program management, change management, and business operations. <ul style="list-style-type: none"> • More than 5 related courses = 10 pts • 3 to 5 related courses = 6 pts • 1 or 2 related courses = 3 pts <p>Bidders should provide a copy of the degree and also certificates of completion for the other related formal courses.</p>	
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Maximum number of points: 20</td> <td style="width: 50%;">Passing mark: N/A</td> </tr> </table>	
Maximum number of points: 20	Passing mark: N/A	
R2	<p>Experience in the domain of Using IT Enablement for Business Transformation</p> <p>The bidder should demonstrate that the proposed resource has more than 10 years’ experience in the domain of using IT enablement for enterprise business transformation.</p> <p>This experience may have be gained through any one of the following or any combination of the following:</p> <ul style="list-style-type: none"> a. Leading an organization through an enterprise level business transformation; 	



Item No.	POINT RATED CRITERIA	Proposal Reference page number
	<p>b. Undertaking research in this area at the masters or doctoral level; and c. Lecturing in this domain at the college or university level.</p> <p>IT enablement is defined as applying information technology solutions at the enterprise level (across multiple business lines) within a business to improve the business outcomes.</p> <p>Bidder should submit a resume of the proposed resource including details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications/experience were obtained.</p> <p>Points will be allocated as per the following:</p> <p>10 to 11 years = 7 pts. 11 plus to 12 years = 10 pts. 12 plus to 13 years = 13 pts. 13 plus to 14 years = 16 pts. 14 plus to 15 years = 18 pts. More than 15 years = 20 pts.</p>	
	<p>Maximum number of points: 20</p>	<p>Passing Mark: N/A</p>
	<p>Course Delivery Experience</p> <p>The Bidder should demonstrate the proposed resource's experience delivering additional courses above Mandatory Criterion M2 in the following areas:</p> <ul style="list-style-type: none"> a. The value of Information Technology as a strategic enabler for business; &/or b. Best practices in employing IT to business improvements/operations; and/or c. Communicating and making the case for IT enablement to business improvement/operations. <p>The duration of each course must be in excess of 2.5 hours and the proposed resource must have received a minimum overall fully acceptable evaluation for course content and delivery.</p> <p>Five (5) points for each additional fully acceptable course delivery to a maximum of thirty (30) points will be allocated.</p> <p>Please note that the same course delivered multiple times qualifies for these additional points.</p>	



Item No.	POINT RATED CRITERIA	Proposal Reference page number
R3	<p>To demonstrate this experience, the following information should be provided:</p> <ol style="list-style-type: none"> a. Course titles, contents; b. Course durations in terms of hours and date(s); c. A statement confirming that a fully acceptable rating was obtained; d. Language of course delivery; e. The name, title of the client contact; and f. Telephone number and e-mail address of the client contact (if available). <p>References may be contacted for the purposes of validation of information provided.</p>	
<p>Maximum number of points: 30</p>	<p>Passing mark: N/A</p>	
R4	<p>Proposed Resource’s Published Materials</p> <p>The Bidder should demonstrate that the proposed resource has published materials in the fields of IT, IM, project or program management, change management, and business operations, within the last three years up to the closing date of the solicitation.</p> <p>To demonstrate this experience, Bidder should provide for each published material authored by the proposed resource, the following information:</p> <ul style="list-style-type: none"> • Title of the article; • Publishing date; • Name of the publication; and • Hard copies of an abstract of the material published or presented and the identification of links on the internet where this material can be found. <p>Points will be allocated as per the following in addition to the published material submitted in response to M3,</p> <ul style="list-style-type: none"> - one additional publication – 5 pts - two additional publications – 10 pts - three additional publications – 15 pts - four or more additional publications – 20 pts 	
<p>Maximum number of points: 20</p>	<p>Passing mark: N/A</p>	



R5	<p>Providing Strategic Consulting Advice to senior executives on using IT as a strategic asset to further business transformation and service delivery</p> <p>The Bidder should demonstrate that the proposed resource has experience providing strategic consulting services advising senior executives (CEO, President and Vice President levels) in large enterprises on using IT as a strategic asset to further business transformation and service delivery.</p> <p>A large enterprise is a public or private sector organization of over 2,500 employees.</p> <p>To demonstrate this experience, for each project, Bidder should submit:</p> <ol style="list-style-type: none"> a) Project description, scope and objectives; b) Project start date (mm/yy) and end date (mm/yy); c) Description of the completed tasks and responsibilities; d) Description on how the resource’s experience is relevant to the criterion; e) Client reference name, title of the client contact; and f) telephone number and email address of the client contact (if available) <p>Points will be allocated as per the following:</p> <ul style="list-style-type: none"> • More than 2 projects – 10 Points • 2 projects – 7 Points • 1 project – 5 Points 		
	Maximum number of points: 10	Passing mark: N/A	
	Point Rated Evaluation		
	Maximum number of points: 100	Overall Passing mark: 70	



PART 5 - CERTIFICATIONS

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

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

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

5.1 Certifications Required with the Bid

Bidders must submit the following duly completed certifications as part of their bid.

5.1.1 Declaration of Convicted Offences

As applicable, pursuant to subsection Declaration of Convicted Offences of section 01 of the Standard Instructions, the Bidder must provide with its bid, a completed [Declaration Form](http://www.tpsgc-pwgsc.gc.ca/ci-if/formulaire-form-eng.html) (www.tpsgc-pwgsc.gc.ca/ci-if/formulaire-form-eng.html), to be given further consideration in the procurement process.

5.2 Certifications Precedent to Contract Award and Additional Information

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

5.2.1 Integrity Provisions - List of Names

Bidders who are incorporated, including those bidding as a joint venture, must provide a complete list of names of all individuals who are currently directors of the Bidder.

Bidders bidding as sole proprietorship, as well as those bidding as a joint venture, must provide the name of the owner(s).

Bidders bidding as societies, firms or partnerships do not need to provide lists of names.

5.2.2 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "[FCP Limited Eligibility to Bid](http://www.labour.gc.ca/eng/standards_equality/eq/emp/fcp/list/inelig.shtml)" list (http://www.labour.gc.ca/eng/standards_equality/eq/emp/fcp/list/inelig.shtml) available from [Employment and Social Development Canada \(ESDC\)](http://www.labour.gc.ca/eng/standards_equality/eq/emp/fcp/list/inelig.shtml) - Labour's website.

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](http://www.labour.gc.ca/eng/standards_equality/eq/emp/fcp/list/inelig.shtml)" list at the time of contract award.



5.2.3 Attachment 1 to Part 5, Additional Certifications Precedent to Contract Award

Refer to Attachment 1 to Part 5, Additional Certifications Precedent to Contract Award.



ATTACHMENT 1 TO PART 5, ADDITIONAL CERTIFICATIONS PRECEDENT TO CONTRACT AWARD

1. Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

2. Education and Experience

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.



3. Integrity Provisions - List of Names

Dénomination complète de l'entreprise / Complete Legal Name of Company	
Adresse de l'entreprise/Company's address	
NEA de l'entreprise/Company's PBN number	
Numéro de la transaction/ Transaction number	
Liste de pré-qualification/Pre-Qualification List	
Valeur de la transaction (\$) /Transaction Value (\$) PLUS DE 25,000.00\$ (taxes incluses)/ OVER \$25,000.00 (including taxes)	
<input type="checkbox"/> OUI / YES <input type="checkbox"/> NON / NO	
Membres du conseil d'administration (Utilisez le format - Prénom Nom) Board of Directors (Use format - first name last name) Ou mettre la liste en pièce-jointe/Or put the list as an attachment	
1. Membre / Director	
2. Membre / Director	
3. Membre / Director	
4. Membre / Director	
5. Membre / Director	
6. Membre / Director	
7. Membre / Director	
8. Membre / Director	
9. Membre / Director	
10. Membre / Director	
Autres Membres/ Other members:	
Commentaires / Comments:	



PART 6 – SECURITY REQUIREMENTS

1. Security Requirement

1.1 Before award of a contract, the following conditions must be met:

- (a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
- (b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security requirement as indicated in Part 7 - Resulting Contract Clauses;
- (c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites.

1.2 Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.

1.3 For additional information on security requirements, bidders should consult the “[Security Requirements for PWGSC Bid Solicitations - Instructions for Bidders](http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31)” (<http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31>) document on the [Departmental Standard Procurement Documents](#) website.



PART 7 - RESULTING CONTRACT CLAUSES

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

1. Statement of Work

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

1.1 Optional Goods or Services, or both

The Contractor grants to Canada the irrevocable option to acquire the goods, services or both described at Annex A of the Contract under the same conditions and at the prices and/or rates stated in the Contract. The option may only be exercised by the Contracting Authority and will be evidenced, for administrative purposes only, through a contract amendment.

The Contracting Authority may exercise the option at any time before the expiry of the Contract by sending a written notice to the Contractor.

2. Standard Clauses and Conditions

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

2.1 General Conditions

2035 (2015-07-03), General Conditions - Higher Complexity - Services, apply to and form part of the Contract with the following changes:

- Wherever Public Works and Government Services Canada (PWGSC) revise to read “Canada School of Public Service (the School)” with the exception of article 41 Integrity Provisions – Contract where any reference to PWGSC remains.

2.2 Supplemental General Conditions

4006 (2010-08-16) Contractor to Own Intellectual Property Rights in Foreground Information, apply to and form part of the Contract.

2.3 Specific Person(s)

The Contractor must provide the services of the following person(s) to perform the Work as stated in the Contract: _____ (*insert name(s) of person(s)*).

3. Security Requirement

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

The Contractor must, at all times during the performance of the Contract, hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).



The Contractor personnel requiring access to sensitive work site(s) must EACH hold a valid **RELIABILITY STATUS**, granted or approved by CISD/PWGSC.

Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.

The Contractor must comply with the provisions of the:

- a) Security Requirements Check List and security guide (if applicable), attached at Annex C;
- b) *Industrial Security Manual* (Latest Edition) <http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>

4. Term of Contract

4.1 Period of the Contract

The period of the Contract is from date of Contract to March 31, 2017 inclusive.

4.2 Termination on Thirty Days Notice

1. Canada reserves the right to terminate the Contract at any time in whole or in part by giving thirty (30) calendar days written notice to the Contractor.
2. In the event of such termination, Canada will only pay for costs incurred for services rendered and accepted by Canada up to the date of the termination. Despite any other provision of the Contract, there will be no other costs that will be paid to the Contractor as a result of the termination.

5. Authorities

5.1 Contracting Authority

Name: Nathalie Lafortune
Title: Procurement Specialist
Canada School of Public Service
241 Cité des Jeunes Boulevard
Gatineau, QC K1N 6Z2 Canada
Building Asticou – Room 924-Q

Telephone: 819-953-3443
E-mail address: Nathalie.lafortune@canada.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

5.2 Project Authority

To be inserted at contract award.

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.



5.3 Contractor's Representative

To be inserted at contract award.

Notice to the Bidder: *If the selected Bidder provided (in accordance with the article 3 of Part 2) information on its status with respect to being a Former Public Servant in receipt of a Public Service Superannuation Act (PSSA) pension, the full text of SACC Manual clause A3025C (2013-03-21), Proactive Disclosure of Contracts with Former Public Servants, will form part of the Contract as article 6, and the articles below will be renumbered accordingly.*

6. Payment

6.1 Basis of Payment

6.1.1 Limitation of Expenditures

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work, as determined in accordance with the Basis of Payment in Annex A, to a limitation of expenditure of \$_____ (*insert the amount at contract award*). Customs duty are included and Applicable Taxes are extra."

6.1.2 Limitation of Expenditures- Authorized travel and living expenses

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the [National Joint Council Travel Directive](#); and with the other provisions of the directive referring to "travelers", rather than those referring to "employees", to a limitation of expenditure of \$_____ (*insert the amount at contract award*). Customs duties are included and Applicable Taxes are extra.

All travel must have the prior authorization of the Project Authority.

The authorized travel and living expenses will be paid upon submission of an itemized statement supported by receipt vouchers. All payments are subject to government audit.

6.2 Canada's Total Liability

6.2.1

1. Canada's total liability to the Contractor under the Contract must not exceed \$ _____ (*insert the amount of the limitation of expenditure appearing in BoP C1*). Customs duties are included and Applicable Taxes are extra.
2. No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
 - (a) when it is 75 percent committed, or
 - (b) four (4) months before the Contract expiry date, or



- (c) As soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,

whichever comes first.

- 3. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

6.2.2 Canada's Total Liability - Authorized Travel and Living Expenses

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

6.3 Method of Payment

H1008C (2008-05-12), Monthly Payment

6.4 SACC Manual Clauses

A9117C (2007-11-30), T1204 - Direct Request by Customer Department

6.5 Discretionary Audit

C0705C (2010-01-11), Discretionary Audit

7. Invoicing Instructions

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

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;



- b. a copy of the release document and any other documents as specified in the Contract;
 - c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
2. Invoices must be distributed as follows:
- a. The original and one (1) copy must be forwarded to the Project Authority for certification and payment.

8. Certifications

8.1 Compliance

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

9. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in _____. (*Insert the name of the province or territory as specified by the bidder in its bid, if applicable.*)

10. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the supplemental general conditions, 4006 (2010-08-16) Contractor to Own Intellectual Property Rights in Foreground Information
- (c) the general conditions 2035 (2015-07-03), General Conditions – Higher Complexity - Services
- (d) Annex A, Statement of Work;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) the Contractor's bid dated _____, (*insert date of bid*) (*If the bid was clarified or amended, insert at the time of contract award:* ", as clarified on _____ " **or** ", as amended on _____ " *and insert date(s) of clarification(s) or amendment(s).*)

11. Foreign Nationals (Canadian Contractor)

SACC Manual clause [A2000C](#) (2006-06-16), Foreign Nationals (Canadian Contractor)

11. Foreign Nationals (Foreign Contractor)

SACC Manual clause [A2001C](#) (2006-06-16), Foreign Nationals (Foreign Contractor)

12. Insurance

SACC Manual clause [G1005C](#) (2016-01-28) Insurance



ANNEX "A" STATEMENT OF WORK

1. Title

Courses - 1) Understanding and Using IT as a Strategic Asset & 2) Communicating the Value of IT

2. Objective

The objective of this contract is to obtain the services of a Contractor to research, design and deliver two separate half day courses for public service senior executives titled "Understanding and Using IT (Information Technology) as a Strategic Asset" and "Communicating the Value of IT".

3. Background

The Canada School of Public Service (CSPS), the School, is the common learning service provider for the Public Service of Canada. It was created to bring a unified approach to serving the common learning and development needs of public servants and to help ensure that all federal public service employees across Canada have the knowledge and skills they need to deliver results for Canadians. The School supports meeting the learning needs of the Public Service of Canada through training and development that enables the Public Service community to meet evolving challenges in fulfilling their mission of serving Canada and Canadians. The School is committed to promoting a strong corporate culture in the Public Service, creating a culture of learning, and being a catalyst and resource for the ongoing development of the Public Service as a learning organization.

The Learning Program Branch (LPB) is responsible for implementing programs, delivering training services offered by the School across Canada, and designing and implementing the School's curriculum for public servants.

The LPB also oversees the design and delivery of long-term leadership development programs and courses for managers and executives at a range of organizational levels from federal government departments and agencies.

The Learning Program Branch has identified a need to deliver two courses for senior executives titled "Understanding and Using IT as a Strategic Asset" and "Communicating the Value of IT". These needs have developed as technology continues to be the enabler for much of transformation that the service delivery model of the federal government is and will be going through. Many senior executives do not have a detailed knowledge of IT and the opportunities and challenges that such strategic assets have on their departments. A working relationship between business executives and their CIOs has to be based on transparency. Clear communication has to happen regarding IT performance and decision processes.

Mobile applications, integrated collaborative platforms, the 'cloud' and the unprecedented flow of analytical data from social media make it possible for organizations and stakeholders to interact anytime and anywhere. At the same time, cyber risks are growing and the security posture of the organization needs to be well understood. As a result, the rules of engagement between business and information technology service need to become tighter. These courses will provide insight on how to address the need for executives at the Public Service to drive towards digital mastery, combining digital and leadership



capabilities while understanding the risk landscape and best strategies to harness technology to advantage as well as how to better communicate to create an understanding of the value of IT.

4. Scope

The School requires the services of a Contractor to research, design and then deliver, two half day courses for senior executives titled “Understanding and Using IT as a Strategic Asset” and “Communicating the Value of IT”.

4.1 Course Requirements

Each course’s content is expected to cover the themes as identified at Annex A.

4.1.1 Description and Objectives for Course Content

Understanding and Using IT as a Strategic Asset

For senior executives serving in non-IT related management roles, the objective of the course will be to provide senior executives with sufficient knowledge to resolve strategic IT issues and to work with IT specialists to improve decisions, processes and drive change throughout the organization. Senior Leaders will learn about the current IT landscape, where it fits into their organizations, and how to leverage it as a strategic asset. Senior Leaders would walk away with a different perspective and real-life examples to help them communicate more effectively with IT professionals to meet their organization’s goals. Key areas of discussion will include: governance, discipline, organizational architecture, transparency as well as people and culture. The course duration will be no more than a half day in duration.

Communicating the Value of IT

For senior executives in operational, service delivery and IT Leadership roles, the objective will be sensitize to them on approaches to best communicate the value and benefits of IT to non-technical senior executive decision makers. Participants would walk away with best practice approaches and real life examples of communication strategies and approaches. The course will be no more than a half day in duration.

4.1.2 Course and Events Audience

Understanding and Using IT as a Strategic Asset

The audience for the half day courses will be senior leaders in the federal public service at Directors, Senior Directors, Director Generals and Assistant Deputy Minister Levels (EX-01 to EX-05) including departmental CIO’s.

The number of participants in a course will not exceed fifty. If demand exceeds 50 participants, the School may decide to add an additional course to meet the demand at a later date.



Communicating the Value of IT

The audience for the half day course will be Directors, Senior Directors, Director Generals and Assistant Deputy Minister Levels (EX-01 to EX-05) including departmental CIO's. The course is to be designed for executives that will be preparing, sponsoring and presenting transformation agendas relying heavily on IT enablement to senior decision makers. The number of participants in a classroom will not exceed fifty. If demand exceeds 50 participants, the School may decide to add an additional course to meet the demand at a later date.

5. Phases for Undertaking the Work

5.1 Phase 1 - Research and Gather Information

1. The contractor must undertake research related to the themes identified at Appendix A.
2. The Contractor must attend and lead meetings with a small sample of key government stakeholders from the following organizations:
 - Shared Services Canada;
 - The Treasury Board Secretariat Chief Information Branch;
 - The Privy Council Office;
 - Canadian Security Establishment; and
 - Canada School of Public Service.

The purpose of these meetings is to provide an opportunity for the contractor to gain insights and perspectives that will help to shape the agenda and content of each half day course in line with the identified themes and objectives at Appendix A. Meetings may be held in person or by conference call. A representative from CSPA will be present during these meetings.

3. The Contractor must lead these meetings and synthesize the information in the context of the themes to be in a position to develop an outline for each half day course.
4. Content themes may be adjusted, subject to the approval of the CSPA Technical Authority, after the sampling of key stakeholders meetings identified at 5.1.

5.2 Phase 2 - Develop the Course Outline

1. The contractor must develop an outline to cover the themes as per Appendix A to Annex A for each course and obtain the views of the Technical Authority.

5.3 Phase 3 - Draft Course Content and Approach

1. The contractor must draft the content and overall approach and obtain the views of the Technical Authority.
2. In developing the course content and approach, the Contractor must comply with the following requirements.
 - a. Course material must meet the identified course objectives;



- b. The contractor must meet the needs of the target audience while respecting delivery and content requirements as identified within the SOW. These can include a variety of training and delivery approaches such as a presentation supported by visual aids, and/or an interactive discussion as agreed to with the technical authority during the course development stage;
- c. The contractor must support or foster participant involvement and interaction. This may take the form of group or individual exercises accompanied by feedback and discovery processes; and
- d. The contractor must ensure consistency of content and quality (i.e. spelling, grammar, typos, etc.) between the two official languages prior to submitting the pedagogical materials to the Technical Authority, if applicable.

5.4 Delivering the Courses

1. The contractor must deliver the courses as per the agreed upon course content and approach from 5.3.
2. The contractor must respect the following basic principles for delivering training courses to adult learners.

Respect: Adults learn readily in an informal setting which conveys a sense of being respected by both the instructor and fellow participants, with training materials and activities to match.

The physical and psychological environment is comfortable: climate of well-being, calm and confidence, non-threatening; positive relations with all involved.

Links with prior experience: Adults arrive with a history, with unique and defining life experiences. The learning activities will resonate differently with each adult. Therefore, they should tie in with the learner's own experience, which should be drawn upon.

Participation: Adults must buy into the goals of the learning activities and must have a sense of how the activities advance these goals. Adults learn more readily when they are actively rather than passively involved. Individuals remember things more easily when they have participated actively and have had many opportunities for practical application. Expository time should be kept to a minimum. Spend as much of the time as possible on exercises and group discussion.

Relevance/realism: When we are working with adult learners, three knowledge factors have to be kept in mind:

- **Knowledge**, pure and simple, associated with ideas, concepts and information;
- **Expertise**, related to abilities, talents and skills; and
- **Soft skills**, associated with attitudes, values and convictions.

3. In delivering the courses, the contractor must comply with the following parameters.
 - a. Work with the Technical Authority to ensure common focus and clarity of roles and expectations;
 - b. Promote participant focus, managing overall timing and breaks;
 - c. Maintain a pace that ensures that the participants are able to follow and understand the material, while staying on schedule, making adjustments to the flow, timing and focus on elements in order



to optimize learning for the participants while maintaining the integrity of the course, and ensuring smooth transitions between the processes, test to see if adjustments are called for;

- d. Re-enforce the key messages, values and goals underlying the course, ensuring that the participants are connected with the course and course purpose, describing how processes inter-relate and tracking group energy;
- e. Deliver the pedagogical material in a balanced presentation, blending both theory and practice, skill-building aspects, emphasizing current concepts and practices in the presentation of the material and the surrounding discussions, emphasizing “real-world” problems, approaches and solutions over academic theory, and engaging the audience and using everyday language (i.e. avoiding the use of technical language or jargon) and practical examples that relate to the audience’s needs;
- f. Include in the training, an explanation of how the knowledge or skills pursued will help participants to solve problems in their working or personal lives;
- g. Suggest and incorporate modifications to the course material (if required) with the approval of the Technical Authority; and
- h. Answer participants’ questions and commit to follow-up if the answer is not readily available.

4. In delivering the courses, the Contractor must adhere to the following Code of Conduct and the Instructor responsibilities presented below:

- a. Ensure he/she is thoroughly prepared, having reviewed all the course materials, the Instructor File and other information provided by the Technical Authority;
- b. Familiarize himself or herself with any equipment required to deliver the course (e.g. computer, projector);
- c. Respect the hours of work, arrive a minimum of 30 minutes before the class is scheduled to begin to prepare the classroom and greet participants;
- d. Dress appropriately for a professional audience;
- e. Use only the pedagogical material approved by the Technical Authority;
- f. Respect the course schedule, including start, finish and break times;
- g. Promote participant focus, managing overall timing and breaks, ensure that intense periods are followed by less intense processes, and test to see if adjustments are called for;
- h. Maintain a pace that ensures that the participants are able to follow and understand the material, while staying on schedule, making adjustments to the flow, timing and focus on elements in order to optimize learning for the participants while maintaining the integrity of the course, and ensure smooth transitions between the processes;
- i. Allow observers into the classroom, if requested by the Technical Authority;
- j. Show respect for diversity and for the official languages of Canada, if applicable;
- k. Refrain from the use of inappropriate language;
- l. Refrain from soliciting business or competitive advantages from participants (such as distributing business cards, advertising, sale of products, proposing prize draws); Follow guidelines for the



use of copyrighted materials, including published works, music and materials taken from the Internet;

- m. Act as an ambassador of the School and the Government of Canada, and refrain from making negative comments about the course materials, the School or the federal government; and
- n. Promote or distribute the School marketing materials within the classroom, if requested by the Technical Authority.

6. Tasks

The Contractor must:

- a. Attend and take lead role at the meetings as described at 5.1 above.
- b. Develop two separate half day training sessions for senior executives according to the course content described at article 4.1 above including Appendix A and according to section 5.4.
- c. Deliver the half day trainings as indicated at article 4.1 and section 5.4; and
- d. Meet with the Technical Authority as and when required.

7. Deliverables

7.1 Course Outlines

The contractor must deliver to the Technical Authority, an outline for the courses within 10 working days after the final meetings with the key stakeholders.

A brief narrative must be provided with the outline that explains any deviations to the expected themes.

Within 5 days of receipt, the technical authority will provide feedback on the outline, the contractor's proposed resource will make any adjustments required and proceed to the next phase of the course development.

7.2 Classroom Course Materials

The Contractor must deliver the pedagogical materials for the classroom courses in draft form no later than six weeks after the outlines are approved and in final form no later than four weeks prior to scheduled course dates (dates to be established after contract contract). The pedagogical materials for the classroom must include at a minimum:

- A course outline, a process flow and timing and teaching material;
- A slideshow presentation;
- A participant's guide including learning points, references and exercises, suggested readings, resources, etc.;
- On-line material; and
- Supplementary material such as hand-outs, pre- and post-course exercises, articles of interest and tools.

The Technical Authority will provide feedback on the materials and either accepts, accept with conditions or reject the materials.



Where materials are rejected, the contractor will have 5 working days to resubmit the rejected Materials. The CSPS will accept or reject the submitted materials.

The Contractor must produce and deliver the pedagogical materials for the classroom courses in formats that can be readily processed by the Technical Authority and in a print-ready format to the Technical Authority. The Technical Authority reserves the right to format the pedagogical materials in order that it meets the School's standards and Common Look and Feel.

The Contractor must produce the pedagogical materials in one of the Official Languages, English or French. Where needed, the School will arrange for translation of reports or other print materials. The Contractor must verify the conformity of the translated material to ensure conformity with the original intent of the documents.

8. Course Delivery

The Contractor must deliver the following courses:

Course Title	Date	Location	Language of delivery of instructor	Estimated offerings
ADM/DG/Director Tailored Course on "Understanding and Using IT as a Strategic Asset"	TBD	The School 373 Sussex Drive, Ottawa, On	English or French or Bilingual Where needed, the School will provide the necessary support to respect the Official Languages Act with respect to delivery. Such support if required will be arranged at the time that the draft documents are submitted.	1
ADM/DG/Director Tailored Course on "Communicating the Value of IT"	TBD	The School 373 Sussex Drive, Ottawa, On	English or French or Bilingual Where needed, the School will provide the necessary support to respect the Official Languages Act with respect to delivery.	1



Course Title	Date	Location	Language of delivery of instructor	Estimated offerings
			Such support if required will be arranged at the time that the draft documents are submitted.	
Optional Services				
ADM/DG/Director Tailored Course on “Understanding and Using IT as a Strategic Asset”	TBD (2016-2017)	The School 373 Sussex Drive, Ottawa, On	English or French or Bilingual Where needed, the School will provide the necessary support to respect the Official Languages Act with respect to delivery. Such support if required will be arranged at the time that the draft documents are submitted.	1 (optional on as required basis)
ADM/DG/Director Tailored Course on “Communicating the Value of IT”	TBD (2016-2017)	The School 373 Sussex Drive, Ottawa, On	English or French or Bilingual Where needed, the School will provide the necessary support to respect the Official Languages Act with respect to delivery. Such support if required will be arranged at the time that the draft documents are submitted.	1 (optional on as required basis)



The Technical Authority will notify the Contractor of the course facilitation start dates as soon as possible but no later than 30 working days prior to the starting date for each course.

Each course will be for a half day, either 8:30 AM to Noon or 1:00 PM to 4:30 PM.

9. Client Support

The School will:

- a) Arrange the meetings identified at 5.1.2 and advise the Contractor of the times.
- b) Provide feedback/approval of the course outlines within 5 working days after receipt;
- c) Provide the classroom, the video equipment (projector, lap top with software (Microsoft Office Suite), DVD, Video or CD player), flip charts, participant supplies and pedagogical materials in time for the course start;
- d) Provide the list of participants and a participant signing sheet for each day of course;
- e) Set up the classroom by distributing to each participant supplies and pedagogical materials and by setting up tables and chairs if required;
- f) Set up and operate the classroom equipment by connecting the laptop to a multimedia projector, using the laptop to run PowerPoint presentations, accessing the Internet if required, and connecting and operating a DVD, Video or CD player;
- g) Administer the evaluation instruments provided by the School and provide feedback;
- h) Clean up the classroom by recovering all surplus materials for recycling, discarding used flip charts and supplies and returning equipment to storage cabinets;
- i) Secure the classroom at the end of each day and return the key to the Technical Authority at the end of the course;
- j) Translate and edit documents and provide the necessary support to respect the Official Languages Act with respect to delivery (if required); and
- k) Provide any other assistance or support.

10. Cancellation Notification

The TA or his/her designated representative will notify the contractor in the event of cancellation five (5) working days prior to the course without CSPS incurring financial penalties for the delivery of the course.

In the event of a cancellation notification for classroom training less than five (5) working days before the scheduled course, the Contractor will be paid an amount equivalent to one half the original contracted amounts for the delivery of the course.

11. Location of Work

Work is to be performed on site at the Canada School of Public Service in the National Capital Region, at 373 Sussex Drive, Ottawa.

12. Language of work

Deliver the training courses in a bilingual format (e.g. use of presentation material and alternation of discourse in both Official Languages); however, delivery in French or in English only is acceptable, depending on the Contractor's linguistic capabilities in the two Official Languages of Canada. Where needed, the School will provide the necessary support to respect the Official Languages Act with respect to delivery.



13. **Travel and Living**

The services are required within the National Capital Region (NCR). Should the contractor's location be outside a 100 km radius of the NCR, CSPA will reimburse travel and living expenses in accordance with the National Joint Council Travel Directive <http://www.njc-cnm.gc.ca/directive/index.php?did=10&dlabel=travel-voyage&lang=eng&merge=2&slabel=index> .



Appendix A to Annex A - Course Themes

The course content for each course must cover the themes identified below.

Course 1 - Themes for “Understanding and Using IT as a Strategic Asset”

- The role and performance advantage of IT;
- Implications and opportunities of cloud, mobile computing open data, the internet of things and news ways of citizen engagement;
- Driving value from data and business analytics; and
- Operating models for digital business: new models of outsourcing.

Course 2 - Themes for “Communicating the Value of IT”

- Framing the discussion around value for a variety of audiences, on operations, projects, productivity and innovation;
- Metrics and benchmarks to link IT to value creation and the enterprise risk framework
- New governance models emerging from enterprise IT management; and
- Prioritization of IT investments and the protection of critical infrastructure.



ANNEX "B"

BASIS OF PAYMENT

A- Contract Period (From Contract Award to March 31, 2017)

During the period of the Contract, the Contractor will be paid as specified below, for Work performed in accordance with the Contract.

1.0 Professional Fees

The Contractor will be paid all inclusive fixed time rates as follows:

	PERIOD	QUOTED ALL-INCLUSIVE DAILY RATE (in Cdn \$)
1	Period 1 – Contract Award to March 31, 2017	\$ _____
2	Optional Services	\$ _____

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the fixed daily rate must be prorated to reflect the actual time worked.

Total Estimated Cost of Professional Fees: \$ _____ [Insert amount at contract award]

2.0 Cost Reimbursable Expenses

2.1 Authorized travel and living expenses

The services are required within the National Capital Region (NCR). Should the contractor's location be outside a 100 km radius of the NCR, the Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the National Joint Council Travel Directive; and with the other provisions of the directive referring to "travelers", rather than those referring to "employees".

All travel must have the prior authorization of the Project Authority.

The authorized travel and living expenses will be paid upon submission of an itemized statement supported by receipt vouchers. All payments are subject to government audit.

Total Estimated Cost of Authorized Travel and Living Expenses: \$ _____ (insert amount at contract award)

3.0 Total Estimated Cost - Contract Period: \$ _____ [insert amount at contract award]



ANNEX "C"

SECURITY REQUIREMENTS CHECK LIST



Government of Canada / Gouvernement du Canada

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

SECURITY REQUIREMENTS CHECK LIST (SRCL) / LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

Form with multiple sections: 1. Originating Government Department or Organization (CSPS), 2. Branch or Directorate (LPB), 4. Brief Description of Work (RESEARCH, DESIGN & DELIVER TWO HALF-DAY COURSES FOR PUBLIC SERVICE EXECUTIVES ON "Understanding & Using it as a Strategic Asset", "communicating the value"), 5. Will the supplier require access to Controlled Goods? (No), 5. b) Will the supplier require access to unclassified military technical data... (No), 6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information... (No), 6. b) Will the supplier and its employees require access to restricted access areas? (Yes), 6. c) Is this a commercial courier or delivery requirement with no overnight storage? (No), 7. a) Indicate the type of information that the supplier will be required to access (Canada), 7. b) Release restrictions / Restrictions relatives à la diffusion, 7. c) Level of Information / Niveau d'information.

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité





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

PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?
If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquez le niveau de sensibilité: No / Non Yes / Oui

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? No / Non Yes / Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :
Document Number / Numéro du document :

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

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

Special comments:
Commentaires spéciaux : _____

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.
REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? No / Non Yes / Oui
If Yes, will unscreened personnel be escorted?
Dans l'affirmative, le personnel en question sera-t-il escorté? No / Non Yes / Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? No / Non Yes / Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? No / Non Yes / Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? No / Non Yes / Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? No / Non Yes / Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? No / Non Yes / Oui



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

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

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
 Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.
 Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET	NATO RESTRICTED / NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL / NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET / COSMIC TRÈS SECRET	PROTECTED / PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET / TRÈS SECRET
											A	B	C			
Information / Assés / Renseignements / Éléments / Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui
- If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.
12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui
- If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

Security Classification / Classification de sécurité
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