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SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

Comments - Commentaires

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Title - Sujet TBIPS - Professional Services requi	
Solicitation No. - N° de l'invitation 21120-158459/B	Amendment No. - N° modif. 009
Client Reference No. - N° de référence du client 21120-15-2088459	Date 2016-02-18
GETS Reference No. - N° de référence de SEAG PW-\$\$ZM-615-29745	
File No. - N° de dossier 615zm.21120-158459	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2016-02-23	
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AMENDMENT NO. 009

This amendment is raised to modify the Request for Proposal (RFP) and answer Bidders' questions:

RFP MODIFICATIONS:

1. At Attachment 4.1 – Resource Criteria for Workstream III – IMS Business Alignment Services, 6.4.1 – B.4 Business Continuity/Disaster Recovery Specialist Level 3 (Core), Mandatory Criteria - B.4 Business Continuity/Disaster Recovery Specialist Level 3 (Core), M2.

DELETE: In its entirety.

INSERT:

Mandatory Criteria		Statement of Compliance and Cross Reference to Written Proposal /CV
B.4 Business Continuity/Disaster Recovery Specialist Level 3 (Core)		
M2	<p>The Bidder's proposed resource must have completed a minimum of 4 projects within the last 10 years in which they applied risk management methods/models in the analysis of Business Impact Analysis (BIAs) and/or Application Impact Analysis (AIA) to develop IT Continuity requirements.</p> <p>The Bidder must provide the following information for each project referenced to demonstrate the experience of the proposed resource:</p> <ol style="list-style-type: none"> 1. Name of the client; 2. The start and end dates of the project(s); 3. Details about the work performed by the proposed resource on the project(s) including tasks, technologies used and deliverables; 4. A customer reference that can attest to the proposed resource's experience. 	

2. At Attachment 4.1 – Resource Criteria for Workstream III – IMS Business Alignment Services, 6.4.1 – B.4 Business Continuity/Disaster Recovery Specialist Level 3 (Core), Rated Criteria - B.4 Business Continuity/Disaster Recovery Specialist Level 3 (Core), R1.

DELETE: In its entirety.

INSERT:

#	RATED CRITERIA B.4 Business Continuity/Disaster Recovery Specialist Level 3	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	Statement of Compliance and Cross Reference to Written Proposal /CV

#	RATED CRITERIA B.4 Business Continuity/Disaster Recovery Specialist Level 3	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	Statement of Compliance and Cross Reference to Written Proposal /CV
R1	<p>Demonstrate that the proposed resource has the following certification(s):</p> <ul style="list-style-type: none"> (a) Certified Business Resilience Professional (CBRP) (b) Certified Business Continuity Capability Maturity Assessor (BCMM); and (c) Master Business Continuity Professional (MBCP) or Member Business Continuity Institute (MBCI) (d) Certified Business Continuity Professional (CBCP) <p>By providing a copy of the certification/designation with their bid.</p> <p>For resources that are required post-contract award, the Bidder may be requested to provide a copy of certification/designation as proof.</p>	/30	15 points per certification up to a maximum of 30 points.	

3. At Attachment 4.1 – Resource Criteria for Workstream III – IMS Business Alignment Services, 6.1.1 – B.1 Business Analyst, Level 3 (Core), Rated Criteria - B.1 Business Analyst, Level 3 (Core).

DELETE: In its entirety.

INSERT:

#	RATED CRITERIA B.1 Business Analyst, Level 3 (Core)	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	Statement of Compliance and Cross Reference to Written Proposal /CV
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#	RATED CRITERIA B.1 Business Analyst, Level 3 (Core)	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	Statement of Compliance and Cross Reference to Written Proposal /CV
R1	<p>Demonstrate that the proposed resource has experience developing and documenting business and functional requirements for the implementation of the following types of enterprise-level solutions for GoC clients:</p> <ul style="list-style-type: none"> a. An automated Business Intelligence (BI) solution utilizing a performance datamart, b. A GCDOCS solution in the context of implementing the GoC Email Transformation Initiative (ETI), and c. A Microsoft Dynamics CRM implementation project. <p>By providing the following information for each solution-type referenced:</p> <ul style="list-style-type: none"> 1. Name of the client; 2. The start and end dates of the assignment; 3. Details about the work performed by the proposed resource on the solution-type including tasks, technologies used and deliverables; 4. A customer reference that can attest to the proposed resource's experience. 	/30	10 points per solution-type (a or b or c) up to a maximum of 30 points.	

#	RATED CRITERIA B.1 Business Analyst, Level 3 (Core)	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	Statement of Compliance and Cross Reference to Written Proposal /CV
R2	<p>Demonstrate that the proposed resource has experience within the last 15 years developing and documenting functional and non-functional requirements, business processes and workflows for enterprise-level, web-based application development projects by providing the following information:</p> <ol style="list-style-type: none"> 1. Name of the client; 2. The total number of years of experience performing the above mentioned tasks; 3. The start and end dates of the assignment(s); 4. Details about the work performed by the proposed resource on the assignment(s) including deliverables; 5. A customer reference that can attest to the proposed resource's experience. 	/30	5 points per project up to a maximum of 30 points.	
R3	<p>Demonstrate that the proposed resource has experience within the last 15 years authoring technical documentation in either official language (French or English) for GoC application development projects by providing the following information:</p> <ol style="list-style-type: none"> 1. Name of the client; 2. The total number of years of experience performing the above mentioned tasks; 3. The start and end dates of the assignment(s); 4. Details about the work performed by the proposed resource on the assignment(s) including deliverables; 5. A customer reference that can attest to the proposed resource's experience. 	/20	5 points per project up to a maximum of 20 points.	
	TOTAL pass mark	80 55		

4. At Attachment 4.1 – Resource Criteria for Workstream II – Project Management & IT Security Services, 4.6.1 – P.9 Project Manager, Level 3 (Core), Mandatory Criteria - P.9 Project Manager, Level 3 (Core).

DELETE: In its entirety.

INSERT:

Mandatory Criteria		Statement of Compliance and Cross Reference to Written Proposal /CV
P.9 Project Manager, Level 3 (Core)		
M1	<p>The Bidder's proposed resource must possess either of the following.</p> <p>A College diploma OR University degree in:</p> <p>Science, Engineering, Commerce, Business Administration, or Arts.</p> <p>The Bidder must include a copy of diploma or degree (or official transcript) with their bid.</p> <p>For resources that are required post-contract award, the Bidder may be requested to provide a copy of diploma or degree (or official transcript) as proof.</p>	
M2	<p>The Bidder's proposed resource must have a minimum of 10 years of experience within the last 15 years managing IM/IT projects with teams of 10 or more members.</p> <p>The Bidder must provide the following information to demonstrate the experience of the proposed resource:</p> <ol style="list-style-type: none">1. Name of the client;2. The total number of years of experience performing the above mentioned tasks;3. The start and end dates of the assignment(s);4. Details about the work performed by the proposed resource on the assignment(s) including tasks, technologies used and deliverables;5. Composition of teams including the categories of the 10 or more resources that worked on each project(s)6. A customer reference that can attest to the proposed resource's experience.	
M3	<p>The Bidder's proposed resource must have completed a minimum of 5 IM/IT projects for GoC clients within the last 15 years, as a Project Manager, in which they performed all of the following: defined project objectives, determined budget requirements and managed projects.</p> <p>The Bidder must provide the following information for each project referenced to demonstrate the experience of the proposed resource:</p>	

	<ol style="list-style-type: none"> 1. Name of the client; 2. The start and end dates of the project(s); 3. Details about the work performed by the proposed resource on the project(s) including tasks, technologies used and deliverables; 4. A customer reference that can attest to the proposed resource's experience. 	
M4	<p>The Bidder's proposed resource must have managed a large team (10 or more members) through to the completion of an IM/IT project within the last 5 years, as a Project Manager for a client within the National Security Portfolio, as defined by Shared Services Canada, which includes:</p> <ul style="list-style-type: none"> • Canada Border Services Agency (CBSA) • Correctional Service of Canada (CSC) • National Defence (DND) • Financial Transactions and Reports Analysis Centre of Canada (FinTrac) • Public Safety Canada (PS) • Royal Canadian Mounted Police (RCMP) • Transport Canada (TC) <p>The Bidder must provide the following information for each project referenced to demonstrate the experience of the proposed resource:</p> <ol style="list-style-type: none"> 1. Name of the client; 2. The start and end dates of the project(s); 3. Details about the work performed by the proposed resource on the project(s) including tasks, technologies used and deliverables; 4. List the resource categories of large team (at least 10 members) managed by the proposed resource 5. A customer reference that can attest to the proposed resource's experience. 	

5. At Attachment 4.1 – Bid Evaluation Criteria, Corporate Requirement, Bidder Mandatory Criteria for Workstream I - Business Applications Services, Rated Criteria R2

DELETE: In its entirety.

INSERT:

Corporate Criteria			
Item	Rated Requirements	Pts	Reference
R2	<p>Demonstrate that the Bidder has worked on large contracts (see note below) as defined below within the last 10 years, as the Prime Contractor for IM/IT services for a Government of Canada (GoC) department within the National Security Portfolio or for a SSC project directly in support of one of the departments listed below, as has been defined by Shared Services Canada (SSC), including:</p> <ul style="list-style-type: none"> • Canada Border Services Agency (CBSA) 	/20	10 points per project up to a maximum of 20 points

Corporate Criteria			
Item	Rated Requirements	Pts	Reference
	<ul style="list-style-type: none"> • Correctional Service of Canada (CSC) • National Defence (DND) • Financial Transactions and Reports Analysis Centre of Canada (FinTrac) • Public Safety Canada (PS) • Royal Canadian Mounted Police (RCMP) • Transport Canada (TC) <p>By providing the following information for each contract referenced:</p> <ol style="list-style-type: none"> 1. Name of the client organization(s) 2. Start and end dates of the contracts; 3. Nature and scope of the services provided; 4. A list of 15 or more resources who worked on the contract, including their respective categories, start dates and end dates. 5. A customer reference that can attest to the Bidder's experience. <p>Note: Each large contract must have the following elements in order to gain points:</p> <ul style="list-style-type: none"> • Had a minimum value of \$5,000,000 (taxes included); • Been for the support of a client user-base of at least 5,000 users; <p>Bidders may not reference contracts previously referenced for M1.</p>		

6. At Attachment 4.1 – Bid Evaluation Criteria, Corporate Requirement, Bidder Rated Criteria for Workstream II - Project Management & IT Security Services, Rated Criteria R2.

DELETE: In its entirety.

INSERT:

Corporate Criteria			
Item	Rated Requirements	Pts	Reference
R2	<p>Demonstrate that the Bidder has worked on large contracts (see note below) as defined below within the last 10 years, as the Prime Contractor for IM/IT services for a Government of Canada (GoC) department within the National Security Portfolio or for a SSC project directly in support of one of the departments listed below , as has been defined by Shared Services Canada (SSC), including:</p> <ul style="list-style-type: none"> • Canada Border Services Agency (CBSA) 	/20	10 points per project up to a maximum of 20 points

Corporate Criteria			
Item	Rated Requirements	Pts	Reference
	<ul style="list-style-type: none"> • Correctional Service of Canada (CSC) • National Defence (DND) • Financial Transactions and Reports Analysis Centre of Canada (FinTrac) • Public Safety Canada (PS) • Royal Canadian Mounted Police (RCMP) • Transport Canada (TC) <p>By providing the following information for each contract referenced:</p> <ol style="list-style-type: none"> 1. Name of the client organization(s) 2. Start and end dates of the contracts; 3. Contract Number; 4. Nature and scope of the services provided; 5. A list of 15 or more resources who worked on the contract, including their respective categories, start dates and end dates. 6. A customer reference that can attest to the Bidder's experience. <p>NOTE: Each contract must have the following elements in order to gain points:</p> <ul style="list-style-type: none"> • Had a minimum value of \$5,000,000 (taxes included); • Been for the support of a client user-base of at least 5,000 users; <p>Bidders may not reference contracts for rated criteria R2 from previously referenced for M1.</p>		

7. At Attachment 4.1 – Bid Evaluation Criteria, Corporate Requirement, Bidder Rated Criteria for Workstream III - IMS Business Alignment, Rated Criteria R2.

DELETE: In its entirety.

INSERT:

Corporate Criteria			
Item	Rated Requirements	Pts	Reference
R2	<p>Demonstrate that the Bidder has worked on large contracts (see note below) as defined below within the last 10 years, as the Prime Contractor for IM/IT services for a Government of Canada (GoC) department within the National Security Portfolio or for a SSC project directly in support of one of the departments listed below , as has been defined by Shared Services Canada (SSC), including:</p> <ul style="list-style-type: none"> • Canada Border Services Agency (CBSA) 	/20	10 points per project up to a maximum of 20 points

Corporate Criteria			
Item	Rated Requirements	Pts	Reference
	<ul style="list-style-type: none"> • Correctional Service of Canada (CSC) • National Defence (DND) • Financial Transactions and Reports Analysis Centre of Canada (FinTrac) • Public Safety Canada (PS) • Royal Canadian Mounted Police (RCMP) • Transport Canada (TC) <p>By providing the following information for each contract referenced:</p> <ol style="list-style-type: none"> 1. Name of the client organization(s) 2. Start and end dates of the contracts; 3. Nature and scope of the services provided; 4. A list of 15 or more resources who worked on the contract, including their respective categories, start dates and end dates. 5. A customer reference that can attest to the Bidder's experience. <p>NOTE: Each large contract must have the following elements in order to gain points:</p> <ul style="list-style-type: none"> • Had a minimum value of \$5,000,000 (taxes included); • Been for the support of a client user-base of at least 5,000 users; <p>Bidders may not reference contracts previously referenced for M1.</p>		

8. At Attachment 4.1 – Resource Criteria for Workstream II – Project Management & IT Security Services, 4.6.1 – P.9 Project Manager, Level 3 (Core), Rated Criteria - P.9 Project Manager, Level 3 (Core), R2.

DELETE: In its entirety.

INSERT:

#	RATED CRITERIA P.9 Project Manager, Level 3 (Core)	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	INSERT PAGE # OF RESUME
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#	RATED CRITERIA P.9 Project Manager, Level 3 (Core)	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	INSERT PAGE # OF RESUME
R2	<p>Demonstrate that the proposed resource has managed projects within the last 10 years where they managed resources who developed or implemented ERP systems for GoC clients by providing the following information for each project referenced:</p> <ol style="list-style-type: none"> 1. Name of the client; 2. The start and end dates of the project(s); 3. Details about the work performed by the proposed resource on the project(s) including tasks, technologies used and deliverables; 4. A customer reference that can attest to the proposed resource's experience. 	/20	5 points per project up to a maximum of 20 points.	

9. At Attachment 4.1 – Resource Criteria for Workstream II – Project Management & IT Security Services, 4.6.1 – P.9 Project Manager, Level 3 (Core), Rated Criteria - P.9 Project Manager, Level 3 (Core), R4.

DELETE: In its entirety.

INSERT:

#	RATED CRITERIA P.9 Project Manager, Level 3 (Core)	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	INSERT PAGE # OF RESUME
R4	<p>Demonstrate that the proposed resource has established Project Management Office(s) (PMO), which set-up all of the following within the last 10 years: mandate(s), team composition, roles and responsibilities and processes/procedures providing the following information for each project referenced:</p> <ol style="list-style-type: none"> 1. Name of the client; 2. The start and end dates of the project(s); 3. Details about the work performed by the proposed resource on the project(s) including tasks, technologies used and deliverables; 4. A customer reference that can attest to the proposed resource's experience. 	/15	5 points per project up to a maximum of 15 points.	

10. At Attachment 4.1 – Resource Criteria for Workstream III – IMS Business Alignment, 6.7.1 – B.7 Business Transformation Architect, Level 3 (Core), Rated Criteria - B.7 Business Transformation Architect, Level 3 (Core), R2.

DELETE: In its entirety.

INSERT:

#	RATED CRITERIA B.7 Business Transformation Architect Level 3 (Core)	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	Statement of Compliance and Cross Reference to Written Proposal /CV
R2	<p>Demonstrate that the proposed resource has:</p> <p>(a) Information Technology Infrastructure Library (ITIL) at Foundation Level or above;</p> <p>(b) Project Management Professional (PMP); or Prince2</p> <p>By providing a copy of the certification/designation(s) with their bid.</p> <p>For resources that are required post-contract award, the Bidder may be requested to provide a copy of the certification/designation(s).</p>	/20	<p>PMP or Prince2 Certification = 10 points</p> <p>ITIL Certification = 10 points</p>	

11. At Attachment 4.1 – Resource Criteria for Workstream II – Project Management & IT Security Services, 4.2.1 – P.2 Enterprise Architect, Level 3 (Core Category), Rated Criteria - P.2 Enterprise Architect, Level 3 (Core Category), R1.

DELETE: In its entirety.

INSERT:

#	RATED CRITERIA P.2 Enterprise Architect, Level 3 (Core)	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	Statement of Compliance and Cross Reference to Written Proposal /CV
R1	<p>Demonstrate that the proposed resource holds an Information Technology Infrastructure Library (ITIL) or The Open Group Architecture Framework (TOGAF) certification by including a copy of the certification/ designation with their bid.</p> <p>For resources that are required post-contract award, the Bidder may be requested to provide a copy of certification/ designation) as proof of education.</p>	/20	<p>Foundation Level = 5 points</p> <p>Intermediate Level (Practitioner) = 10 points</p> <p>Expert or Master Level (Service Manager) = 20 points</p> <p>The Open Group Architecture Framework (TOGAF) Certification = 10 points</p>	

12. At Attachment 4.1 – Resource Criteria for Workstream II – Project Management & IT Security Services, 4.3.1 – P.4 Organization Development Consultant, Level 3 (Core), Rated Criteria - P.4 Organization Development Consultant, Level 3 (Core), R4.

DELETE: In its entirety.

INSERT:

#	RATED CRITERIA P.4 Organization Development Consultant, Level 3 (Core)	MAX POINTS	SCORES TO BE ASSIGNED BASED ON THE FOLLOWING	Statement of Compliance and Cross Reference to Written Proposal /CV
R4	<p>Demonstrate that the proposed resource holds a Certified Management Consultant (CMC) or an Advanced Strategic Change Management certification, by including a copy of the certification/ designation with their bid.</p> <p>For resources that are required post-contract award, the Bidder may be requested to provide a copy of the certification/designation as proof of education.</p>	/10	<p>None = 0 points</p> <p>CMC = 10 points</p> <p>Advanced Strategic Change Management certification = 10 points</p>	

13. At Attachment 4.1 – Resource Criteria for Workstream II – Project Management & IT Security Services, 4.4.1 – P.5 Project Executive, Level 3 (Core), Mandatory Criteria - P.5 Project Executive, Level 3 (Core).

Mandatory Criteria P.5 Project Executive, Level 3 (Core)		Statement of Compliance and Cross Reference to Written Proposal /CV
M1	<p>The Bidder must demonstrate that its proposed resource has a Project Management Professional (PMP) certification from the Project Management Institute by providing a copy of certification/ designation with their bid.</p> <p>For resources that are required post-contract award, the Bidder may be requested to provide a copy of certification/designation as proof.</p>	
M2	<p>The Bidder's proposed resource must have completed a minimum of 3 projects, each with a duration of at least 6 months, within the last 15 years for GoC clients, as a Project Executive, in which they worked with GoC executives* to perform all of the following: define IM/IT project objectives, determine budget requirements and establish/deliver project status reporting, and build and manage project teams.</p> <p>*an executive is defined as Director level and above.</p> <p>The Bidder must provide the following information for each project referenced to demonstrate the experience of the proposed resource:</p> <ol style="list-style-type: none"> 1. Name of the client; 2. The start and end dates of the project(s); 3. Details about the work performed by the proposed 	

	<p>resource on the project(s) including tasks, technologies used and deliverables;</p> <p>4. A customer reference that can attest to the proposed resource's experience.</p>	
M3	<p>The Bidder's proposed resource must have a minimum of 10 years of experience within the last 15 years managing both multiple Project Managers and Technical Team Leads for IM/IT projects through all phases of the System Development Life Cycle (SDLC).</p> <p>The Bidder must provide the following to demonstrate the experience of the proposed resource:</p> <ol style="list-style-type: none"> 1. Name of the client; 2. The total number of years of experience performing the above mentioned tasks; 3. The start and end dates of the assignment(s); 4. Details about the work performed by the proposed resource on the assignment(s) including tasks, technologies used and deliverables; 5. A customer reference that can attest to the proposed resource's experience. 	
M4	<p>The Bidder's proposed resource must possess either of the following.</p> <p>A College diploma OR University degree in:</p> <p>Science, Engineering, Commerce, Business Administration, or Arts.</p> <p>The Bidder must include a copy of diploma or degree (or official transcript) with their bid.</p> <p>For resources that are required post-contract award, the Bidder may be requested to provide a copy of diploma or degree (or official transcript) as proof.</p>	

QUESTIONS AND ANSWERS

Q1. Correction to Amendment No. 007, Rated Criteria – B.4 Business Continuity/Disaster Recovery Specialist Level 3 (Core), R1 and update the Rated Criteria for B.1 Business Analyst, Level 3 (Core) and the Mandatory Criteria for P.9 Project Manager, Level 3 (Core).

A1. Canada still accepts MBCI certifications for B.4 Business Continuity/Disaster Recovery Specialist Level 3 (Core). For corrections and updates on the criteria, please see RFP modifications #009.

Q2. With regard to Bidder Corporate Rated Requirement R2, would CSC allow corporate references in which the Bidder was not the prime contractor, if it can be demonstrated that all of the required resources worked directly for the Bidder?

The RFP contains a rated requirement for proposed resources to have worked on 2 projects for max points, in the National Security Portfolio departments 'as defined by SSC' – and a short list of departments is provided. This criterion is present for several categories under multiple streams and a significant number of points are allocated to it. The very short list provided is very restrictive and strongly favours incumbent company(ies). We request that in the interest of ensuring fair and transparent procurement, that the following Departments/Agencies be added to the list. We have provided justification for each below:

- (a) Passport Canada: Passport Canada/CIC is a key partner of RCMP's Immigration and Passport program (national security).
- (b) Communications Security Establishment (CSE): CSE protects information at the national level and is a key partner of CBSA, CSC, RCMP, and Public Safety programs
- (c) Shared Services Canada (SSC): As published in the Letter of Interest posted publicly in 2012 "PWGSC/SSC invoked the National Security Exception under Canada's domestic and international trade agreements in connection with procurements for SSC related to email, network/telecommunications and data centre systems, infrastructure and services as part of a Government of Canada strategy to create a secure, centralized communications infrastructure". In addition, SSC provides services to projects in support of 43 partner departments/agencies including the ones listed in this criterion.

Given these direct relationships of the aforementioned departments with National Security, and to ensure fairness in this procurement process, we request that CSC consider adding other departments such as Passport Canada, CSE and SSC to the list of clients wherever it is requested to provide projects that were completed exclusively for National Security Portfolio departments.

In Answer #2 of Amendment 4, it is stated that SSC will not be accepted as a reference for the corporate criteria 2 of all workstream. Can you clarify the following: for the resources where it is requested that they must have projects within the National Security Portfolio; if a resource managed/worked on a project under an SSC contract, but the project was specifically for one of the departments/agencies listed in the RFP under the National Security Portfolio, is this acceptable? In some cases it is specified clearly in the SOW that the work is to be performed is for SSC, but is in support of the National Security Portfolio. In our opinion this should be accepted, but we want to confirm to make sure our candidates are compliant.

A2. Canada will accept experience gained at SSC project in support of the national security/public safety realm. Please see RFP modifications # 009.

Q2. Workstream II - P.9 Project Manager, Level 3 (Core) – Rated Criteria R2 and R4: requires that the proposed resource has managed projects within the last 5 years having developed or implemented ERP systems for GoC clients. Meanwhile, Rated Criteria R4 requires that the proposed resource has established Project Management Office(s) within the last 5 years. Given that it takes a significant amount of time to both establish a PMO within a department as well as develop or implement an ERP system, we request that both R2 and R4 are amended to extend the timeframe to the following: "...within the last 15 years.."

A2. Please see RFP modifications #009. The timeframe for demonstrating experience in establishing a PMO and developing/implementing an ERP system is extended to "within the last 10 years".

Q3. Workstream II - P.9 Project Manager, Level 3 (Core) – Rated Criteria R5 (page 151) - Given that the COBIT certification has been aligned and harmonized with other frameworks and certifications such

as ITIL and PMBOK, we respectfully request that COBIT be removed from the list of requirements as it is redundant of the required ITIL and PMP certifications listed in the criteria.

A3. No, Canada is not prepared to revise this criterion. COBIT is a separate and distinct certification from ITIL and PMBOK.

Q4. Workstream III - B.7 Business Transformation Architect, Level 3 (Core) – Rated Criteria R2

requires a PMP certification for 10 points. A PMP certification is found within the Project Management specialization and is used as a guideline for Project Managers. As this role is for a Business Transformation Architect, please remove the PMP certification from rated criteria **R2**.

A4. No, Canada is not prepared to remove the PMP certifications, however Canada has revised to include Prince2 certification.

Q5. Workstream I, II, and III of Corporate Criteria, M2 indicates that Bidders must demonstrate the provision of resources and provide the following information: Resources who worked in the Core categories, number of days worked by each resource, and their respective start and end dates. The intent of this RFP is to demonstrate that bidders have the capacity to satisfy large scale project staffing requirements therefore requiring bidders to list each individual resources' number of days worked including each of their respective start and end dates is onerous and redundant as the Crown will only be looking for the aggregate number of over 2000 in order to deem a bidder compliant. Additionally, requiring bidders to demonstrate 2000 days within the last 3 years in each of the 2 referenced categories (i.e. 4000 days total) is the equivalent to approximately 8 people years, which far exceeds the length of the proposed contract.

As per many procurements conducted in the past 12-24 months for similar demonstration of experience, PWGSC has required bidders to provide the resource category, billable days (aggregate) and the cross referenced contract information demonstrating where the days billed originate. As well, these past procurements have allowed bidders to demonstrate experience within the last 84-96 months and typically the maximum number of days required to be demonstrated for that time in order to be compliant is usually no more than 3000 total. If the Crown feels that the requirement to show such excessive levels of days be met, we recommend that this be moved into a rated requirement as per past procurements. If this is deemed to be required for a mandatory, we request that this requirement be amended as follows:

Workstream I, for example, the Bidder must demonstrate that they have provided resources in a minimum of 2 of the categories, with an aggregate level of effort of at least 2,000 days billed within the last 3 years for 2 referenced categories. The bidder must have been the Prime Contractor providing the resources to, government clients.

A1: Application/Software Architect (Levels 1, 2 and 3 are all applicable)

A5: ERP Technical Analyst (Levels 1, 2 and 3 are all applicable)

A6: Programmer/Software Developer (Levels 1, 2 and 3 are all applicable)

A7: Programmer/Analyst (Levels 1, 2 and 3)

Note: The Bidder may reference multiple contracts and clients in order to demonstrate the required aggregate level of effort for each category. The Bidder must provide the following information for each contract referenced:

1. Name of the client organization(s);
2. Start and end dates of the contract(s);
3. Nature and scope of the services provided;
4. Billable days for the core categories.
5. A customer reference that can attest to the Bidder's experience

A5. No, Canada is not prepared to change the criterion. In order for Canada to determine the accuracy of the number of billed days that is claimed by the Bidder for a core category, Canada may ask the referenced clients for validation. In the interest of minimizing the time required to do that, Canada is requiring that the listed details be included in the Bidder's technical bid to make the confirmation process,

along with the reference verification, as timely as possible. This corporate criterion M2 requires the Bidder to demonstrate experience with contracts similar in nature to this RFP, where the supplier must have the capability to provide 3 or more resources in any single category, especially in the core categories as identified and required for corporate criterion M2 under all 3 Workstreams. As an example, over the course of a 3 year contract period, the vendor could provide 2,000 aggregate workdays or more of service in a particular category.

Q6. Workstream I, II, and III, Corporate Criteria, R2 requires bidders to demonstrate two contracts within the National Security portfolio, which contains a very limited subset of departments but precludes Bidders from using reference contracts previously referenced in M1 of Corporate Criteria. Given the high dollar value and number of resources required, in our assessment there are very few bidders who will be able to achieve full points given this preclusion. We respectfully request that the statement “Bidders may not reference contracts previously referenced for M1” be removed from R2 to allow a fair procurement.

A6. No, Canada is not prepared to change this criterion.

Q7. Many of the categories include a rated requirement for industry or professional certifications. The number of certifications listed as acceptable is very limited and does not include other entirely relevant certifications. This is very restrictive and leads to excellent candidates scoring poorly as they have certifications other than the ones listed. We request that the following certifications be added to the current list:

WORKSTREAM II

- (a) **Enterprise Architect level 3: in R1** – please add TOGAF as an accepted certification to score 20 points
- (b) **Organization Development Consultant level 3: R4** – please add Certificate in Advanced Strategic Change Management as an accepted certification to score 10 points
- (c) **IT Security TRA and C&A Analyst: R1** – please add Certified Information Systems Manager (CISM)
- (d) **Computer Forensics Specialist level 3: R3** – there are very few Forensics Specialists in the NCR, the requirement for ITIL in addition to relevant certifications, is unduly restrictive. We request that CSC add additional acceptable certifications, to score 10 points, that are directly related to the category and definitely much more relevant to the unique requirements of forensics investigation:
 - o Certified Forensic Computer Examiner (CFCE) from the International Association of Computer Investigative Specialist, a practical and written examination on computer forensics examination; and/or the
 - o Certified Fraud Examiner (CFE), where the individual must pass a rigorous test on the four major disciplines that comprise the fraud examination body of knowledge, which includes Investigation and Law

WORKSTREAM III

- (e) **Business Analyst level 3: R1** – the requirement for a Master’s certificate in Business Analyst is unduly restrictive. We request that CBAP certification also be accepted for 20 points.
- (f) **Business Consultant: R1** We request that CBAP certification also be part of the list of acceptable certifications
- (g) **Business Continuity and Disaster Recovery Level 3: R1** – there are additional BCP and DR related certifications that should be part of the list for this category such as CBCP, CRISC, Masters Certificate in Risk Management, ITIL. We request that they be added to the list.

A7. Workstream II – Core resources Evaluation Criteria

a) P.2 Enterprise Architect- R1- Canada will accept The Open Group Architecture Framework (TOGAF) as a certification, worth 10 points, and the maximum points for R1 will remain at 20 points.

b) P.4 Org Dev Consultant- R4- Canada will accept the certification in Advanced Strategic Change Management as an equivalent to the CMC for this requirement.

c) IT Sec TRA and C&A Analyst- R1- No, Canada is not prepared to revise this criterion.

d) Computer Forensics Specialist- R3- Canada has removed this rated criterion, please see RFP modifications #006.

Workstream III – Core resources Evaluation Criteria

e) Business Analyst- R1- Canada has removed this rated criterion, please see RFP modifications #006.

f) Business Consultant- R1- No, Canada is not prepared to revise this criterion to accept CBAP.

g) Business Consultant and Disaster Recovery-R1- Canada will accept CBCP certification for R1, worth 15 points, and the maximum score for R1 will remain at 30 points. ITIL is requested in rated criterion R5 for Business Consultant and Disaster Recovery Level 3 Core resource.

Q8. Regarding the Workstream 3 – Business Analyst, M1, Page 170: We assume CSC would accept a Diploma in Microcomputer Business Applications from the Toronto School of Business to satisfy M1? Given that studies in business applications is directly related to the scope of this RFP.

A8. Canada is not prepared to revise this criterion.

Q9. Workstream III, Business Transformation Architect Level 3, R2, please add Prince 2 as an additional accepted certification to the list

A9. Canada accepts to add Prince2 to this criterion. Please see RFP modifications #009.

Q10. All Workstreams and Categories: Requesting a Master's degree in specific disciplines is unduly restrictive, we request that a Bachelor's degree or College diploma in IT or Business be also accepted as it is combined with extensive experience.

A10. No, Canada is not prepared to revise this criterion.

Q11. All Workstreams: Would you please consider contracts from the private sector?

A11. No, Canada is not prepared to revise this criterion.

Q12. Follow up Amendment #004, RFP Modifications:

Can 1 of the 3 corporate references be from the private sector? On big ones like this I have noticed that the departments have allowed 1 private sector in order to make it a more open competition.

A12. No, Canada is not prepared to revise this criterion.

Q13. All Workstreams, Corporate Mandatory Criteria, M2: As per the recent amendment, the current incumbent holds three contracts with a value of 1.9M each. Based on our assessment, there is very little chance that at that value any of these three contracts would be able to deliver 4000 resource days during the 24 month validity period. To achieve 4000 billable days over a 3 year period, a vendor would need to accommodate for at least 6 resources billing under the same category continuously for a 6 year period. Many of the Government of Canada contracts (provinces, territories and agencies) are not structured in their procurement of consultants in this method and we feel this is an unreasonable request that very few, if any bidders, will be able to satisfy. In the interest of receiving 0 multiple compliant and competitive bids we respectfully request that this requirement be amended to allow bidders to demonstrate 2000 days across 4 categories.

Alternatively, if the Crown is adamant that 4000 days must be shown then we would request that the requirement be amended to allow bidders to fulfil the requirement by using days billed within the last 5 years for any client, not solely government departments.

A13. No, Canada is not prepared to revise these criteria. As stated in M2, bidders may reference multiple contracts and clients in order to demonstrate the required aggregate level of effort for each category.

Q14. Workstream II, C.15 Computer Forensics Specialist, Level 3 (Core), R3: According to ISC the body that provides CISSP designation, CISSP certification is meant for individuals with "technical and managerial competence, skills, experience, and credibility to design, engineer, implement, and manage their overall information security program". Given that the role description for C. 15 is:

- i) Analyze and apply forensic policy, standards, procedures and guidelines.
- ii) Analyze and apply network and computer forensics systems.
- iii) Draft investigative reports.
- iv) Develop and deliver training material relevant to computer forensics.

As the design, engineering, implementation or management of an overall information security program does not appear to be a required task, we would request that this mandatory requirement be removed.

A14. Canada has removed this rated criterion, please see RFP modifications #006.

Q15. Workstream II, IT Security TRA and CA Analyst, Level 3:

In R1, would the Crown consider accepting a Certified Information Security Manager (CISM) certification in lieu of or in addition to the GIAC Systems and Network Auditor (GSNA)?

A15. No, Canada is not prepared to revise these criteria.

Q16. Workstream III, Business Consultant Level 3:

In R1, the requirement states: "Demonstrate that the proposed resource has the following certifications/designations by including a copy of the certification/designation with their bid:

- Certified Management Consultant (CMC)
- Master of Business Administration (MBA)
- Professional Engineer (P.Eng)

10 points per designation up to a maximum of 30 points".

Our experience is that there are very few resources that have the combination of these 3 certifications/designations, making it very difficult for an otherwise well-qualified candidates to score well. Therefore, would the Crown consider candidates who have a valid PMP designation and add it to the requirement so that it would then state:

"Demonstrate that the proposed resource has the following certifications/designations by including a copy of the certification/designation with their bid:

- Certified Management Consultant (CMC)
- Master of Business Administration (MBA)
- Professional Engineer (P.Eng)
- Project Management Professional (PMP)

10 points per designation up to a maximum of 30 points".

Or alternatively, would the Crown consider adjusting the points allocated to R1, such that each designation/certification is worth 5 points, up to a maximum of 15 points? This would shift the majority of points in the rated so that experience and demonstrated skills would count for more than a certification.

A16. No, Canada is not prepared to further revise this criterion, please see RFP revision #006 for revision of the point allocation of R1.

Q17. Workstream II, P.4 Organizational Development Consultant – Level 3 Rated Criteria R4:

R4 has a 10 point allocation for a Certified Management Consultant Certificate. While that is a valid certification in the Organizational Development environment there are many more advanced and recognized certificates in Organizational Development, Program Evaluation and Human Resources which are equally or more relevant to the requirement. Would the Crown please amend R4 to include any recognized Organizational Development related certification, as otherwise the Crown would be precluding a whole community of experts in Organizational Design/Development from being bid?

A17. No, Canada is not prepared to revise this criterion.

Q18. Workstream II, P.5 Project Executive- Level 3, Mandatory Criteria M:

Would the Crown please explain why the P.5 Project Executive Level 3 does not require a University degree whereas the P.9 Project Manager Level 3 does? Given the complexity and magnitude of this procurement, logic would dictate that a Senior Executive possess some form of post-secondary education to understand issues/concepts, communicate effectively and provide direction to the Project Manager at an equivalent level of knowledge and experience.

A18. Please see RFP modifications #009. Canada will add a Mandatory criteria to the P.5 Project Executive

Q19. Workstream III: B.4 Business Continuity/Disaster Recovery Specialist, M2:

M2 states that the proposed resource must have completed a minimum of 4 projects within the last 10 years in which they applied risk management methods/models in the analysis of Business Impact Assessments (BIAs)...

The abbreviation BIA commonly stands for Business Impact Analysis and we are not familiar with what a Business Impact Assessment may specifically entail as it is not a common aspect of business continuity. Could the Crown please clarify if they are requesting demonstration of experience with Business Impact Analyses as opposed to Business Impact Assessments?

A19. Canada confirms that this is an error, the acronym BIA is for Business Impact Analysis. Please see solicitation revision #009.

ALL OTHERS TERMS AND CONDITIONS REMAIN UNCHANGED.