



RETURN BIDS TO:

RETOURNER LES SOUMISSIONS À:

**Bid Receiving - PWGSC / Réception des soumissions
- TPSGC**

11 Laurier St., / 11, rue Laurier

Place du Portage, Phase III

Core 0B2 / Noyau 0B2

Gatineau

Québec

K1A 0S5

Bid Fax: (819) 997-9776

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

Vendor/Firm Name and Address

**Raison sociale et adresse du
fournisseur/de l'entrepreneur**

Issuing Office - Bureau de distribution

Informatics Professional Services - EL

Division/Services professionnels en informatique -
division EL

4C2, Place du Portage

Gatineau

Québec

K1A 0S5

Title - Sujet CARM Solution - Solution GCRA	
Solicitation No. - N° de l'invitation 47064-165038/C	Amendment No. - N° modif. 002
Client Reference No. - N° de référence du client 1000325038	Date 2016-03-23
GETS Reference No. - N° de référence de SEAG PW-\$SEL-627-29885	
File No. - N° de dossier 627el.47064-165038	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2016-04-05	
Time Zone Fuseau horaire Eastern Daylight Saving Time EDT	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Josée Bastien	Buyer Id - Id de l'acheteur 627el
Telephone No. - N° de téléphone (819) 956-6770 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée	Delivery Offered - Livraison proposée
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur	
Telephone No. - N° de téléphone Facsimile No. - N° de télécopieur	
Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)	
Signature	Date

This Amendment number 002 is raised to respond to Vendors' questions and apply changes to the ITQ.

Question 1:

Our company will be submitting a response as the prime vendor to the CARM Solution ITQ to become a Qualified Respondent. Our firm may choose to partner with other another firm(s) in a prime-subcontractor relationship later on in the procurement process. We will not be creating a Joint Venture for this procurement.

Given that it is still early in the procurement process, would the Crown please clarify that all subcontractors related to the Qualified Respondent need not be identified at this time?

Response 1

Per Section 2.1.3 c) Definition of Respondent, subcontractor's experience will not be considered to become a qualified Respondent under the ITQ. As such, subcontractors related to the Qualified Respondent do not need to be identified.

Furthermore, it is not known at this point in time, if experience of subcontractors will be permitted under the Request for Proposal.

Question 2

With respect to M4, (e) At least three ITQ Reference Projects must have been for projects that impacted at least 500 external business partners;

Where respondents must provide three ITQ Reference Projects where the Respondent or an Affiliate of the Respondent provided the implementation of an SAP system, please confirm that (e) should read 'At least one of the ITQ Reference Projects must have been for projects that impacted at least 500 external business partners.

Response 2

The criteria has been changed. See change 4 below applicable to the ITQ.

Question 3:

It is unclear to us whether the firms / individuals named in the ITQ and/or the Amendment will be precluded from responding in any way from the ITQ or subsequent procurement phases. Can the Crown kindly clarify.

Response 3

Yes, the firms and individuals named in the ITQ and / or Amendment will be precluded from responding in any way to the ITQ or any subsequent phases of procurement process File Number 47064-165038.

Question 4

Section 1.10 Conflict of Interest

This section of the ITQ has an extensive list of firms and consultants who have provided services in preparing strategies and documentation related to this procurement process. Can CBSA confirm that

such firms and consultants are ineligible to participate in this procurement either as a Bidder or as subcontractors to any Bidder?

Response 4

At Clause **1.10 - Conflict of Interest**, delete in its entirety.

Insert:

1.10 Conflict of Interest

1.10.1 Respondents are advised to refer to Conflict of Interest provisions at Article 18 of SACC 2003, Standard Instructions – Goods or Services – Competitive Requirements (dated 2015-07-03) and Conflict of Interest provisions of SACC 2035, General Condition – Higher Complexity – Services (dated 2015-07-03) available on the Public Works and Government Services Canada (PWGSC) Website <https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-andHYPERLINK> "https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/3/2035/15"-conditions-manual/3/2035/15

1.10.2 Respondents are advised that Canada will not accept a response from the following resources and private sector contractors as they have provided assistance and services in preparing strategies and documentation related to this procurement process. In addition, respondents are advised that a response will be rejected if any of the resources or private sector contractors listed below was involved in any manner in the preparation of its response.

Contractors:

Resource Name	Vendor
Fion Anastassiades	BP&M Government IM & IT Consulting Inc.
Craig Perkin	Emerion
Mike Grimes	Emerion
Angela Cheng	Emerion
Danielle Hugh	Emerion
Sylvain Gauthier	Emerion
Ron Barbeau	Emerion
Mike Bennett	Emerion
Marc Charbonneau	Emerion
Susan Gould	Emerion
Robert David	Emerion
Nasser Hanif	Emerion
Deanna Monaghan	Ernst & Young LLP
Julie Mills	Ernst & Young LLP

Resource Name	Vendor
Liam McFarlane	Ernst & Young LLP
Neeta Taglan	Forrester Research Inc.
Laurie Layton	Forrester Research Inc.
Paul Bergamo	Forrester Research Inc.
Ruth Steinberg	Forrester Research Inc.
Judith Martin	Ibiska Telecom Inc.
Murray Kronick	Interis Consulting Inc.
Paul Skafel	Interis Consulting Inc.
Vanessa Vaillant	Interis Consulting Inc.
Laura Spriggs	Interis Consulting Inc.
Marc Fournier	Interis Consulting Inc.
Hima Yajnik	Maplesoft
Murat Cecen	MDOS Consulting Inc.
Chris Brennan	NavPoint Consulting Group Inc.
Brendan Timmins	NavPoint Consulting Group Inc.
Steven Nyenkamp	NavPoint Consulting Group Inc.
Samantha Doshen	NavPoint Consulting Group Inc.
Larry Osipenko	NavPoint Consulting Group Inc.
Peter Lloyd	NavPoint Consulting Group Inc.
Dino Nizzola	NavPoint Consulting Group Inc.
Christine Hamilton	NavPoint Consulting Group Inc.
Jack Sabine	NavPoint Consulting Group Inc.
Brad Sweeney	NavPoint Consulting Group Inc.
Marion Houle	S I systems Ltd
Michelle Amyotte	S I systems Ltd
Nancy Amos	S I systems Ltd
Harry Kessels	AEROTEK ULC

Resource Name	Vendor
Kanwar Maheshwair	AEROTEK ULC
Williams Stevens	TPG Technology Consulting Ltd.
Jean Drouin	veritaaq Technology House Inc.
Faisal Shehab	veritaaq Technology House Inc.
Marc Whelan	Lannick Contract Solution Inc.
Brendan Timmins	lumina IT Inc.
Brad Sweeney	lumina IT Inc.
n/a	Gartner
Manara, Alan	BP&M Government IM & IT Consulting Inc.
Rob Fariman	AEROTEK ULC
Nick Fiddler	NavPoint Consulting Group Inc.
Gus Akrouche	Strategic Relationships Solutions Inc.
Caroline Levasseur	Altis Professional
Carolyn Montague	Performance Management Network Inc.
Ashraf Osman	Nisha Technologies
Terry Todd	Emerion
Steve Nicolaiff	TPG Technology Consulting Ltd.
Emanuele Giamberardino	TPG Technology Consulting Ltd.
Marv McKay	TPG Technology Consulting Ltd.
Robert Jones	Ibiska Telecom Inc.
Jeff Molson	lumina IT Inc.
Jack Sabine	NavPoint Consulting Group Inc. & Alivaktuk Consulting (Joint Venture)
Patrick Van Abbema	Tek Systems.
Michelle Bavington	PWC
Maria Shkolnik	Lumina IT
Ronald Staigh	CBAY Consulting

Question 5

Attachment 1 to Part 4 - Section 3 Organization Charts

This section requires quite detailed information regarding the Bidder's organization, and for large corporations with parent companies and affiliates can be extremely complex. Can CBSA please confirm that a statement listing the Company Directors for each corporate entity from the Bidding Company up the direct ownership chain to and including the Parent Company; accompanied by an organization chart showing each company in that direct ownership chain, its relationship and the percentage of voting shares to the next, up to and including the parent company is acceptable?

Response 5

This requirement for this information has been deleted. See change 4 below, applicable to the ITQ.

Question 6

Customer Reference Contact Information and Appendix A of Attachment 1 to Part 4.

The reference forms require client contact information which we will provide. Several of our references will be for very large clients receiving a broad range of services. As such, they have requested that CBSA contact their primary Bidder/ Project Executive contact who will then coordinate the reference call with CBSA. Please confirm this is acceptable.

Response 6

Canada would accept that a single Contact Name, as requested under Appendix A of Attachment 1 to part 4, be provided. However, if Canada send a written request for Customer Reference Contact Information, as permitted under article 3.2.1 of the ITQ, the Respondent will need to provide the necessary customer references that will be able to confirm the facts identified in the Respondent's response. The Reference Checks will be conducted by PWGSC per article 4.3 of the ITQ.

THE FOLLOWING CHANGES APPLY TO THE ITQ:

1. At **FORM 1 – SUBMISSION FORM** of the ITQ, delete in its entirety.

INSERT:

FORM 1 - SUBMISSION FORM		
Respondent's full legal name <i>[Note to Contractors: Contractors who are part of a responding group should take care to identify the correct corporation as the Respondent.]</i>		
Authorized Representative of Respondent for evaluation purposes (e.g., clarifications)	Name	
	Title	
	Address	
	Telephone #	
	Fax #	
	Email	
Respondent's Procurement Business Number (PBN) <i>[Note to Respondents: Please ensure that the</i>		

<i>PBN you provide matches the legal name under which you have submitted your response. If it does not, the Respondent will be determined based on the legal name provided, not based on the PBN, and the Respondent will be required to submit the PBN that matches the legal name of the Respondent.]</i>	
Preferred language for future communications	English _____ French _____
On behalf of the Respondent, by signing below, I confirm that I have read the entire ITQ including the documents incorporated by reference into the ITQ and I certify that: 1. The Respondent considers itself and its products able to meet all the mandatory requirements described in the ITQ; and 2. All the information provided in the response is complete, true and accurate.; and	
Signature of Authorized Representative of Respondent	

2. At Form 2 - Declaration Form of the ITQ, delete in its entirety.

INSERT:

**Form 2
Declaration Form**

This declaration form must be submitted as part of the ITQ process. Please complete and submit in a sealed envelope labelled "Protected" to the attention of Integrity, Departmental Oversight Branch, PWGSC, 11 Laurier Street, Place du Portage, Phase III, Tower A, 10A1, Room 108, Gatineau (Québec) Canada K1A 0S5. Include the sealed envelope with your ITQ response submission. This form is considered "Protected B" when completed.	
Complete Legal Name of the Respondent:	
Respondent's address:	
Respondent's Procurement Business Number (PBN):	
ITQ Number:	
Date of response: (YY-MM-DD)	

Have you ever, as the respondent, your affiliates or as one of your directors, been convicted or have pleaded guilty of an offence in Canada or similar offence elsewhere under any of the following provisions ¹ :			
	Yes	No	Comments
Financial Administration Act	<input type="checkbox"/>	<input type="checkbox"/>	
80(1) d): False entry, certificate or return			
80(2): Fraud against Her Majesty			

<p>154.01: Fraud against Her Majesty</p> <p>Criminal Code</p> <p>121: Frauds on the government and contractor subscribing to election fund</p> <p>124: Selling or Purchasing Office</p> <p>380: Fraud – committed against Her Majesty</p> <p>418: Selling defective stores to Her Majesty</p>	<input type="checkbox"/>	<input type="checkbox"/>	
<p>In the last 3 years, have you, as the respondent, your affiliates or one of your directors, been convicted or have pleaded guilty of an offence in Canada or elsewhere under any of the following provisions ¹:</p>			
<p>Criminal Code</p> <p>119: Bribery of judicial officers,...</p> <p>120: Bribery of officers</p> <p>346: Extortion</p> <p>366 to 368: Forgery and other offences resembling forgery</p> <p>382: Fraudulent manipulation of stock exchange transactions</p> <p>382.1: Prohibited insider trading</p> <p>397: Falsification of books and documents</p> <p>422: Criminal breach of Contract</p> <p>426: Secret commissions</p> <p>462.31 Laundering proceeds of crime</p> <p>467.11 to 467.13: Participation in activities of criminal organization</p> <p>Competition Act</p> <p>45: Conspiracies, agreements or arrangements between competitors</p> <p>46: Foreign directives</p> <p>47: Bid rigging</p> <p>49: Agreements or arrangements of federal financial institutions</p>	<input type="checkbox"/>	<input type="checkbox"/>	

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¹ for which no pardon or equivalent has been received.

	Yes	No	Comments
52: False or misleading representation 53: deceptive notice of winning a prize			
Corruption of Foreign Public Officials Act 3: Bribing a foreign public official 4: Accounting 5: Offence committed outside Canada Controlled Drugs and Substance Act 5: Trafficking in substance 6: Importing and exporting 7: Production of substance	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	
Other Acts 239: False or deceptive statements of the Income Tax Act 327: False or deceptive statements of the Excise Tax Act	<input type="checkbox"/>	<input type="checkbox"/>	

Additional Comment

☐ I, (name) _____, (position) _____, of
(company name respondent) _____ authorise
PWGSC to collect and use the information provided, in addition to any other information that
may be required to make a determination of ineligibility and to publicly disseminate the results.

☐ I, (name) _____, (position) _____, of
(company name respondent) _____ certify
that the information provided in this form is, to the best of my knowledge, true and complete.
Moreover, I am aware that any erroneous or missing information could result in the cancellation of
my response as well as a determination of ineligibility/suspension.

We appreciate your interest in doing business with The Government of Canada and your understanding
on the additional steps that we need to take to protect the integrity of PWGSC's procurement process.

3. At Form 3 - List of Names Form, of the ITQ, delete in its entirety.

INSERT:

Form 3
List of Names Form

In accordance with Part 5, Article 5.1 b. – Integrity Provision – List of Names, please complete the Form
below.

Complete Legal Name of Respondent	
Respondent's address	
Respondent's Procurement Business Number (PBN)	
ITQ number	
Board of Directors (Use Format – first name last name)	
Or put the list as an attachment	
1. Director	
2. Director	
3. Director	
4. Director	

5. Director	
6. Director	
7. Director	
8. Director	
9. Director	
10. Director	
Other members	
Comments	

4. At **ATTACHMENT 1 TO PART 4 - ITQ MANDATORY EVALUATION CRITERIA**, of the ITQ, delete in its entirety.

INSERT:

**ATTACHMENT 1 TO PART 4
ITQ MANDATORY EVALUATION CRITERIA**

1. Respondents are requested to use the ITQ Reference Project Form found at Appendix A to Attachment 1 to Part 4 for each project. Although all the contents of the Attachment are required, using the Attachment itself to provide this information is not mandatory. For Respondents who use an alternate form, it is in Canada's sole discretion to determine whether all the required information has been provided. Alterations to the statements in the Attachment may result in the response being declared non-responsive.
2. For each Mandatory Requirement, if more ITQ reference projects than requested are provided, Canada will only evaluate the first three (3) ITQ reference projects provided.
3. **Affiliate**

Affiliate(s): Is defined in accordance with Article 01 - Integrity Provisions – Bid - (2015-07-03) of the 2003 Standard Instructions - Goods or Services - Competitive Requirements.

4. **ITQ Reference Project:** A ITQ Reference Project is a client-defined project for which the Respondent or an Affiliate of the Respondent performed some or all of the services to assist the client in accomplishing their project's objectives.
5. **Value (\$) of the ITQ Reference Project:** The total contract value to Respondent or its Affiliate for all services provided to the client for the ITQ Reference Project. The total contract value consists of the total cumulative value of all contracts that the Respondent has or had for this ITQ Reference Project.

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
M1	Customs Expertise	<p>Respondent Experience: Respondent must provide three ITQ Reference Projects where the Respondent or an Affiliate of the Respondent provided consulting services to clients within the customs industry that meet the following criteria:</p> <p>(a) The value of the ITQ Reference Project must be \$5M or greater;</p> <p>(b) Each ITQ Reference Project must have been completed* in the past eight years prior to the ITQ closing date; and</p> <p>(c) The Respondent must demonstrate using ITQ Reference Projects; (1) that the Respondent and/or its Affiliates has experience performing all of the following services, and (2) that each of the ITQ Reference Project include one or more of the following services:</p> <ul style="list-style-type: none"> i) business transformation services; ii) organizational change management; iii) solution design services*. <p>*The following definitions apply to the evaluation of this requirement:</p> <p>1) Business transformation services: <i>The provision of services for making and designing fundamental changes in how business is conducted in order to help cope with shift in the business environment.</i></p> <p>2) Organizational change management: <i>Organizational Change Management (OCM) supports the changing needs and capabilities of an organization. OCM is used to prepare, adopt and implement fundamental and transformational organizational changes, including culture, policies, procedures and physical environment, as well as employee competencies, roles, skills, responsibilities and training.</i></p> <p>3) Solution design services: <i>the provision of</i></p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p><i>services for developing preliminary and detailed business and system processes, architectures and detailed designs.</i></p> <p>4) Completed Project: <i>A project where the services being evaluated in this requirement have been completed. The Respondent's services may continue to be ongoing.</i></p>	
M2	Tax and Revenue Management	<p>Respondent Experience: Respondent must provide three ITQ Reference Projects where the Respondent or an Affiliate of the Respondent provided the implementation of a revenue management system within a public sector entity who collects duties, excises or taxes greater than \$10B annually and that meet the following criteria:</p> <p>(a) The value of at least one ITQ Reference Project must be \$20M or greater. The value of the other ITQ Reference Projects must be \$10M or greater;</p> <p>(b) Each ITQ Reference Project must have been completed** in the past eight years prior to the ITQ closing date; and</p> <p>(c) The Respondent must demonstrate using ITQ Reference Projects; (1) that the Respondent and/or its Affiliates has experience performing all of the following services, and (2) that each of the ITQ Reference Project include one or more of the following services:</p> <ul style="list-style-type: none"> i) solution analysis; ii) design; iii) development; iv) organizational change management; v) data conversion; vi) project management; vii) system deployment; viii) critical care support services**. <p>**The following definitions apply to the evaluation of this requirement:</p> <p>1) Solution analysis: <i>the activity of developing business and system requirements as well as business and system use cases for the entire business process and its subprocesses.</i></p> <p>2) Solution design: <i>the activity of developing preliminary and detailed business and system processes, architectures and designs for the end product/solution.</i></p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p>3) Solution development: <i>the tailoring, configuration, programming, integration, documentation and testing of system components.</i></p> <p>4) Organizational change management: <i>Organizational Change Management (OCM) supports the changing needs and capabilities of an organization. OCM is used to prepare, adopt and implement fundamental transformational organizational changes, including culture, policies, procedures and physical environment, as well as employee competencies, roles, skills, responsibilities and training.</i></p> <p>5) Data conversion: <i>Conversion from one way of encoding data to another way.</i></p> <p>6) Project management: <i>The application of processes, methods, knowledge, skills and experience to achieve the project objectives.</i></p> <p>7) System deployment: <i>People, process and technology activities relating to the implementation of production systems including installation of all production hardware and software; movement of applications from development and test environments to the production systems; data conversion, migration and integration; and transition to support services</i></p> <p>8) Critical care support services: <i>the services required during a stabilization period after Production Go-live which provides exceptional levels of customer support, data integrity, and system availability to ensure high volumes of user enquires and system issues are managed expediently and efficiently to smooth the overall transition to the new system.</i></p> <p>9) Completed Project: <i>A project where the services being evaluated in this requirement have been completed and at least 50% of the planned releases (excluding maintenance releases), comprising a minimum of 50% of the planned functionality, of the systems and processes for the project have been deployed into production prior to the ITQ closing date. The Respondent's services may continue to be ongoing.</i></p>	
M3	Business Transformation	Respondent Experience: Respondent must provide three ITQ Reference Projects where the	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
	Services	<p>Respondent or an Affiliate of the Respondent provided business transformation services that meet the following criteria.</p> <p>(a) The value of the ITQ Reference Project must be \$20M or greater;</p> <p>(b) A minimum of one ITQ Reference Project must be for services provided by the Respondent itself;</p> <p>(c) Each ITQ Referenced Project must have been completed*** in the past eight years prior to the ITQ closing date;</p> <p>(d) All ITQ Referenced Projects must have been for business transformation services directly impacting at least 1,000 users in a decentralized, multi-regional environment;</p> <p>(e) The Respondent must demonstrate using ITQ Reference Projects; (1) that the Respondent and/or its Affiliates has experience performing all of the following services, and (2) that each of the ITQ Reference Project include one or more of the following services:</p> <ul style="list-style-type: none"> i) business process redesign; ii) stakeholder engagement; iii) organizational change management; iv) benefits and outcome realization planning; v) communications including executive briefings, roadmapping***. <p>(f) Stakeholder relationship management*** services must have been provided in at least one ITQ Reference Project that included transforming how the client managed and interacted with external commercial customers; and</p> <p>***The following definitions apply to the evaluation of this requirement:</p> <p>1) Business process design: <i>the activity of designing the business process flows required to meet a particular business requirement. This may also include redefining data flows along with resource and equipment requirements for each particular process. Process design typically uses a number of tools including flowcharting, process simulation software, and scale models.</i></p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p>2) Stakeholder engagement: <i>The process by which an organisation involves people who may be affected by the decisions it makes or can influence the implementation of its decisions. This may include direct and indirect communications, workshops, meetings, etc.</i></p> <p>3) Organizational change management: <i>Organizational Change Management (OCM) supports the changing needs and capabilities of an organization. OCM is used to prepare, adopt and implement fundamental transformational organizational changes, including culture, policies, procedures and physical environment, as well as employee competencies, roles, skills, responsibilities and training.</i></p> <p>4) Benefits and outcome realization planning: <i>The planning and ongoing management of the benefits and outcome to be enabled through the successful implementation of a project. This includes the identification, definition, planning, tracking and realisation tracking of quantitative and qualitative benefits and outcomes.</i></p> <p>5) Communications including executive briefings, roadmapping: <i>Documentation and provision of communiques, briefing notes and presentations of various aspects of a project focused to the level, understanding and focus of key stakeholders including senior executives.</i></p> <p>6) Stakeholder Relationship Management: <i>The management of all aspects of the working relationship between the project and its impacted internal and external stakeholders. This includes a holistic relationship management strategy to ensure alignment across relevant levels of the customer's organization which may include working sessions, executive meetings and targeted communications to ensure a firm understanding of the stakeholder's key challenges, business, transformational and technology drivers and support for implementation readiness.</i></p> <p>7) Completed Project: <i>A project where the services being evaluated in this requirement have been completed and at least 50% of the planned releases (excluding maintenance releases), comprising a minimum of 50% of the planned functionality, of the systems or processes for the project have been deployed</i></p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<i>into production prior to the ITQ closing date. The Respondent's services may continue to be ongoing.</i>	
M4	SAP	<p>Respondent Experience: Respondent must provide three ITQ Reference Projects where the Respondent or an Affiliate of the Respondent provided the implementation of a SAP system that meets the following criteria.</p> <p>(a) The value of the ITQ Reference Project must be \$20M or greater;</p> <p>(b) A minimum of one ITQ Reference Project must be for services provided by the Respondent itself;</p> <p>(c) Each ITQ Reference Project must have been completed**** in the past eight years prior to the ITQ closing date;</p> <p>(d) Each ITQ Referenced Project must have been for an SAP implementation to at least 1,000 users;</p> <p>(e) All ITQ Reference Projects must have been for projects that impacted at least 500 external business partners; and</p> <p>(f) The Respondent must demonstrate using ITQ Reference Projects; (1) that the Respondent and/or its Affiliates has experience performing all of the following services, and (2) that each of the ITQ Reference Project include one or more of the following services:</p> <ul style="list-style-type: none"> i) business process design; ii) solution analysis; iii) solution design; iv) solution development; v) system deployment; vi) organizational change management; vii) end-user training; viii) project management; ix) critical care support****. <p>****The following definitions apply to the evaluation of this requirement:</p> <p>1) Business process design: <i>the activity of designing the business process flows required to meet a particular business requirement. This</i></p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p><i>may also include redefining data flows along with resource and equipment requirements for each particular process. Process design typically uses a number of tools including flowcharting, process simulation software, and scale models.</i></p> <p>2) Solution analysis: <i>the activity of developing of business and system requirements as well as business and system use cases for the entire business process and its sub-processes.</i></p> <p>3) Solution design: <i>the activity of developing preliminary and detailed business and system processes, architectures and designs for the end product.</i></p> <p>4) Solution development: <i>the tailoring, configuration, programming, integration, documentation, quality management and testing of system components.</i></p> <p>5) System deployment: <i>People, process and technology activities relating to the implementation of production systems including the planning and execution of release management activities for the installation of all production hardware and software; movement of applications from development and test environments to the production systems; final performance and security testing, data conversion, migration and integration; and transition to support services</i></p> <p>6) Organizational change management: <i>Organizational Change Management (OCM) supports the changing needs and capabilities of an organization. OCM is used to prepare, adopt and implement fundamental and radical organizational changes, including its culture, policies, procedures and physical environment, as well as employee training, roles, skills and responsibilities.</i></p> <p>7) End-user training: <i>development, management and execution of end-user training requirements, strategies and materials including computer-based training, tutorials, presentations, self-help guides and other training documentation along with the administration and provision of in-class or remote training of individual or group sessions.</i></p> <p>8) Project management: <i>the application of processes, methods, knowledge, skills and</i></p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p><i>experience to achieve the project objectives.</i></p> <p>9) Critical care support services: <i>the services required during a stabilization period after Production Go-live which provides exceptional levels of customer support, data integrity, and system availability to ensure high volumes of user enquires and system issues are managed expediently and efficiently to smooth the overall transition to the new system.</i></p> <p>10) Business Partner: <i>An organization or group of organizations in which a company or organization has a business interest. Example business partners include suppliers, customers, intermediaries and providers of complementary services.</i></p> <p>11) Completed Project: <i>A project where the services being evaluated in this requirement have been completed and at least 50% of the planned releases (excluding maintenance releases), comprising a minimum of 50% of the planned functionality, of the systems and processes for the project have been deployed into production prior to the ITQ closing date. The Respondent's services may continue to be ongoing.</i></p>	
M5	Managed Services	<p><u>Respondent Experience:</u> Respondent must provide three ITQ Reference Projects where the Respondent or an Affiliate of the Respondent were the Prime Contractor***** responsible for managed services that meet the following criteria:</p> <p>(a) The value of each ITQ Reference Project was \$50M or greater;</p> <p>(b) The services must have been provided within the past eight years prior to the ITQ closing date; however the services may still be ongoing;</p> <p>(c) Each ITQ Reference Project must have had a duration of at least two years prior to the ITQ closing date;</p> <p>(d) At least one ITQ Reference Project must have been within a multi-vendor environment*****;</p> <p>(e) At least one ITQ Reference Project must have included SAP as a managed application; and</p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p>(f) The Respondent must demonstrate using ITQ Reference Projects; (1) that the Respondent and/or its Affiliates has experience performing all of the following services, and (2) that each of the ITQ Reference Project include one or more of the following services:</p> <ul style="list-style-type: none"> i) Application Management Services; ii) Platform Management Services; iii) Infrastructure Management Services****. <p>****The following definitions apply to the evaluation of this requirement:</p> <p>1) Application Management Services: <i>the provision of services, processes and methodologies for supporting, maintaining, enhancing and managing custom applications, packaged software applications or network-delivered applications.</i></p> <p>2) Platform Management Services: <i>The provision of services, processes and methodologies for supporting, maintaining, enhancing and managing a broad collection of application infrastructure (middleware) services including application platform, integration, business process management and database services. The platform management services offering is usually depicted in architecture diagrams between the application and infrastructure services offering layers.</i></p> <p>3) Infrastructure Management Services: <i>The provision of services, processes and methodologies for supporting, maintaining, enhancing and managing a set of computer resources, including hardware, operating systems, operating system level applications, storage and peripherals.</i></p> <p>4) Multi-Vendor Environment: An environment where the Respondent delivered the referenced services with another vendor or vendors (under contract to the client separate from the Respondent) delivering other aspects of the managed service. For example, the Respondent provided the Application Management Services and another vendor provided the Infrastructure Management Services under a separate contract from the Respondent.</p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		5) Prime Contractor: A Prime Contractor is the service provider that is contracted directly with the end client and is ultimately responsible for the delivery of the referenced service to the client. A Prime Contractor may utilize sub-contractors to perform some of the services.	

5. **At APPENDIX A OF ATTACHMENT 1 TO PART 4 - ITQ REFERENCE PROJECT FORM**, of the ITQ, delete in its entirety.

INSERT:

APPENDIX A OF ATTACHMENT 1 TO PART 4 - ITQ REFERENCE PROJECT FORM

Respondents are requested to use the Appendix A to Attachment 1 to Part 4 to demonstrate meeting the criteria at Attachment 1 to Part 4, with the response. Although all the content of this Appendix is required, using the attachment itself to provide this information is not mandatory. For Respondents who use an alternate form, it is in Canada's sole discretion to determine whether all the required information has been provided. Alterations to the statements in the Appendix may result in the response being declared non-responsive.

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.

Mandatory Requirement Number (From Attachment 1 of Part 4):			
Referenced Project #:			
Referenced Project Title:			
Project Value (\$) in Canadian dollars:			
Name of the Respondent or Name of the Respondent's Affiliate that performed the work:		If the Affiliate performed the work, the following certification should be provided.	
Certification		By submitting a response, I (The Respondent) certify that (Respondent to insert Affiliate name) is an Affiliate as defined in this ITQ.	
Number of users where the application was deployed:		Where applicable	
Multi-Vendor environment		Where applicable	
Project Start Date:		Project End Date:	
CUSTOMER/CLIENT REFERENCE CONTACT INFORMATION			
Name of Customer/Client Organization:			
Contact Name:			
Contact's email address:			

Invitation to Qualify No.
47064-165038/C

Amendment No.
002

Buyer ID
609EL

Contact's telephone number:	
PROJECT DETAILS	
Description of the services provided under this project :	

6. AT PAGE 1, CLOSING DATE OF THE ITQ, THE FOLLOWING CHANGE APPLIES:

DELETE:

SOLICITATION CLOSES - L'INVITATION PREND FIN
AT - À 02:00 PM
ON - LE 2016-03-29
EASTERN STANDARD TIME EST

INSERT:

SOLICITATION CLOSES - L'INVITATION PREND FIN
AT - À 02:00 PM
ON - LE 2016-04-05
EASTERN DAYLIGHT SAVING TIME EDT

ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED.