



RETURN BIDS TO:

RETOURNER LES SOUMISSIONS À:

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

**Place du Portage, Phase III
Core 0B2 / Noyau 0B2
11 Laurier St./11, rue Laurier
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

Miscellaneous Special Projects Division (XN)/Division
des projets spéciaux divers (XN)
Canadian Building
219 Laurier Ave. West, 13th Floor
Room 13077
Ottawa
Ontario
K1A 0S5

Title - Sujet TBIPS-STREAM 1&2	
Solicitation No. - N° de l'invitation G9292-175967/A	Amendment No. - N° modif. 003
Client Reference No. - N° de référence du client G9292-175967	Date 2016-05-18
GETS Reference No. - N° de référence de SEAG PW-\$\$XN-110-30125	
File No. - N° de dossier 110xn.G9292-175967	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2016-06-09	
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: Chow, Mejuine	Buyer Id - Id de l'acheteur 110xn
Telephone No. - N° de téléphone (819) 420-0333 ()	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

Solicitation No. - N° de l'invitation
G9292-175967/A

Amd. No. - N° de la modif.
003

Buyer ID - Id de l'acheteur
110XN

Client Ref. No. - N° de réf. du client
G9292-175967

File No. - N° du dossier
110XNG9292-175967

CCC No./N° CCC - FMS No./N° VME

This amendment 003 is raised to include the request for proposal (RFP) document.

***** ALL OTHER TERMS & CONDITIONS REMAIN UNCHANGED *****

BID SOLICITATION
FOR CONTRACTS AGAINST A SUPPLY ARRANGEMENT FOR
TASK- BASED IN INFORMATICS PROFESSIONAL SERVICES (TBIPS)
FOR MULTIPLE CATEGORIES FOR EMPLOYMENT AND SOCIAL
DEVELOPMENT CANADA (ESDC)

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BID SOLICITATION

**FOR CONTRACTS AGAINST A SUPPLY ARRANGEMENT FOR
TASK- BASED IN INFORMATICS PROFESSIONAL SERVICES (TBIPS)
FOR MULTIPLE CATEGORIES
FOR EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA (ESDC)**

PART 1 - GENERAL INFORMATION

1.1 Introduction

This document states terms and conditions that apply to this bid solicitation. It 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, if applicable, and the basis of selection;
- Part 5 Certifications: includes the certifications to be provided;
- Part 6 Security, Financial and Other 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 annexes include the Statement of Work the Basis of Payment, the Bid Evaluation Criteria, the Bid Submission Form and any other annexes.

1.2 Summary

- (a) This bid solicitation is being issued to satisfy the requirement of Employment and Social Development Canada (ESDC) (the "**Client**") for Task-Based Informatics Professional Services (TBIPS) under the TBIPS Supply Arrangement (SA) method of supply.
- (b) *Work Stream 1* - It is intended to result in the award of 2 contracts, each for 1 year plus 2 one-year and 1 six-month irrevocable options allowing Canada to extend the term of the contract(s).
Work Stream 2 - It is intended to result in the award of 2 contracts, each for 1 year plus 2 one-year and 1 six-month irrevocable options allowing Canada to extend the term of the contract(s).
- (c) There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 – Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the, Industrial Security Program (ISP) of Public Services and Procurement Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.

- (d) 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 Canada-Peru Free Trade Agreement (CPFTA), the Canada-Colombia Free Trade Agreement (CColFTA), and the Canada-Panama Free Trade Agreement (CPanFTA), and the Agreement on Internal Trade (AIT).
- (e) The Federal Contractor’s Program (FCP) for employment equity applies to this procurement; see Part 5 – Certifications, Part 7 – Resulting Contract Clauses and the attachment titled “Federal Contractor’s Program for Employment Equity – Certification.”
- (f) Only TBIPS SA Holders currently holding a TBIPS SA for Tier 2, in the National Capital Region under the EN578-055605 series of SAs are eligible to compete. The TBIPS SA EN578-055605 is incorporated by reference and forms part of this bid solicitation, as though expressly set out in it, subject to any express terms and conditions contained in this bid solicitation. The capitalized terms not defined in this bid solicitation have the meaning given to them in the TBIPS SA.
- (g) SA Holders that are invited to compete as a joint venture must submit a bid as that joint venture SA Holder, forming no other joint venture to bid. Any joint venture must be already qualified under the SA #EN578-055605 as that joint venture at the time of bid closing in order to submit a bid.
- (h) For each Work Stream, the Resource Categories described below are required on an as and when requested basis in accordance with the TBIPS SA Annex “A”:

WORK STREAM 1 - TECHNOLOGY SERVICES

RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF RESOURCES REQUIRED AT CONTRACT AWARD
A.1 Application/Software Architect	3	1
A.2 ERP Functional Analyst	3	2

WORK STREAM 2 - BUSINESS SERVICES AND PROJECT MANAGEMENT SERVICES

RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF RESOURCES REQUIRED AT CONTRACT AWARD
B.9 Courseware Developer	3	0
B.11 IT Instructor	3	0
P.1 Change Management Consultant	3	1
P.9 Project Manager	3	1

1.3 Debriefings

After contract award, 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 from receipt of the results of the bid solicitation process. The debriefing may be provided in writing, by telephone or in person.

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

- (a) 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 Services and Procurement Canada.
- (b) 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(s).
- (c) The 2003 (2016-04-04) Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the bid solicitation. If there is a conflict between the provisions of 2003 and this document, this document prevails.
- (d) Subsection 3 of Section 01, Integrity Provisions - Bid of Standard Instructions 2003 incorporated by reference above is deleted in its entirety and replaced with the following:

3. List of Names

- a. Bidders who are incorporated or who are a sole proprietorship, including those bidding as a joint venture, have already provided a list of names of all individuals who are directors of the Bidder, or the name of the owner(s), at the time of submitting an arrangement under the Request for Supply Arrangement (RFSA).
 - b. These Bidders must immediately inform Canada in writing of any changes affecting the list of directors during this procurement process.
- (e) Subsection 5(4) of 2003, Standard Instructions – Goods and Services – Competitive Requirements is amended as follows:
 - (i) Delete: 60 days
 - (ii) Insert: 180 days

2.2 Submission of Bids

- (a) Bids must be submitted only to the Public Services and Procurement Canada (PSPC) Bid Receiving Unit by the date, time and at the PSPC address indicated on page one of the bid solicitation.
- (b) Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail to PSPC will not be accepted.

2.3 Enquiries - Bid Solicitation

- (a) All enquiries must be submitted in writing to the Contracting Authority no later than 10 calendar days before the bid closing date. Enquiries received after that time may not be answered.
- (b) 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 questions or may request that the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

2.4 Former Public Servant

- (a) 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 FPSs, Bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

(b) 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:

- (i). an individual;
- (ii). an individual who has incorporated;
- (iii). a partnership made of former public servants; or
- (iv). 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.

(c) 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 FPSs in receipt of a pension, as applicable:

- (i). name of former public servant;
- (ii). 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](#).

(d) 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:

- (i). name of former public servant;
- (ii). conditions of the lump sum payment incentive;
- (iii). date of termination of employment;
- (iv). amount of lump sum payment;
- (v). rate of pay on which lump sum payment is based;
- (vi). period of lump sum payment including start date, end date and number of weeks;
- (vii). number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment 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.

2.5 Applicable Laws

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

Note to Bidders: *Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of its bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of its choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidder. Bidders are requested to indicate the Canadian province or territory they wish to apply to any resulting contract in their Bid Submission Form.*

2.6 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 reasons 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 in accordance with the article entitled "Enquiries - Bid Solicitation". Canada will have the right to accept or reject any or all suggestions.

2.7 Basis for Canada's Ownership of Intellectual Property

Canada has determined that any intellectual property arising from the performance of the Work under any resulting Contract will belong to Canada, on the following grounds: where the material developed or produced consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions for Each Work Stream

(a) **Copies of Bid:** Canada requests that Bidders provide their bid in separately bound sections as follows:

- (i) Section I: Technical Bid (2 hard copies and 2 soft copies on 2 separate CDs in searchable Adobe Acrobat® compatible PDF format)
- (ii) Section II: Financial Bid (1 hard copies and 1 soft copies on a CD in searchable Adobe Acrobat® compatible PDF format)
- (iii) Section III: Certifications not included in the Technical Bid (1 hard copies and 1 soft copies on a CD in searchable Adobe Acrobat® compatible PDF format)
- (iv) Section IV: Additional Information (1 hard copies and 1 soft copies on a CD in searchable Adobe Acrobat® compatible PDF format)

The Bidder should indicate one hard copy as its “original”. If there is a discrepancy between the wording of any copies, the wording of the indicated “original” copy will prevail. If there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

Prices must appear in the financial bid only. Prices must not be indicated in any other section of the bid.

(b) **Format for Bid:** Canada requests that Bidders follow the format instructions described below in the preparation of their bid:

- (i) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (ii) use a numbering system that corresponds to the bid solicitation;
- (iii) include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, bidder's name and address and contact information of its representative; and
- (iv) include a table of contents.

(c) **Canada's Policy on Green Procurement:** 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. See the Policy on Green Procurement (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, Bidders should:

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

(d) **Submission of Only One Bid:**

- (i) A Bidder, including related entities, will be permitted to submit only one bid in response to this bid solicitation. If a Bidder or any related entities participate in more than one bid (participating means being part of the Bidder, not being a subcontractor), Canada will provide those Bidders with 2 working days to identify the single bid to be considered by Canada. Failure to meet this deadline will result in all the affected bids being disqualified. A single bid may respond to in one or more Work Streams.
- (ii) For the purposes of this Article, regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law (whether that entity is a

natural person, corporation, partnership, etc.), an entity will be considered to be "**related**" to a Bidder if:

- (A) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);
 - (B) they are "related persons" or "affiliated persons" according to the Canada Income Tax Act;
 - (C) the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
 - (D) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.
- (iii) Individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture.

(e) **Joint Venture Experience:**

- (i) Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

Example: Bidder A is a joint venture consisting of members L and O. A bid solicitation requires that the bidder demonstrate experience providing help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), Bidder A has previously done the work therefore Bidder A can use this experience to meet the requirement. Previous experience cannot be used if either member L or O obtained this experience while in a joint venture with a third party N because the third party N is not part of the joint venture that is bidding.

- (ii) A joint venture bidder may rely on the experience of one of its members to meet any given technical criterion of this bid solicitation.

Example: Bidder A is a joint venture consisting of members X, Y and Z. If a solicitation requires that the bidder have 3 years of experience providing maintenance service then the requirement can be met by one member of the joint venture. However, accumulation of experience among members X, Y and Z of Bidder A to meet the 3 years of experience requirement would not be accepted. This response would be declared non-responsive.

- (iii) Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submit this information within the period set by the Contracting Authority, its bid will be declared non-responsive.

Example: A bidder is a joint venture consisting of members A and B. If a bid solicitation requires that the bidder demonstrate experience providing resources for a minimum number of 100 billable days, the bidder may demonstrate that experience by submitting either:

- Contracts all signed by A;
- Contracts all signed by B; or
- Contracts all signed by A and B in joint venture, or
- Contracts signed by A and contracts signed by A and B in joint venture, or
- Contracts signed by B and contracts signed by A and B in joint venture.

That show in total 100 billable days.

- (iv) Any Bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the bid solicitation period.

3.2 Section I: Technical Bid

(a) The technical bid consists of the following:

- (i) **Substantiation of Technical Compliance:** The technical bid must substantiate the compliance with the specific articles of Attachment 4.1 and 4.2 for Work Stream 1 and in Attachment 4.3 and 4.4 for Work Stream 2 which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirement(s), but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or resources comply is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be considered non-responsive and disqualified. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the "Bidder's Response" column of Attachment 4.1 and 4.2 for Work Stream 1 and in Attachment 4.3 and 4.4 for Work Stream 2, where Bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.
- (ii) **Previous Similar Projects:** Where the bid must include a description of previous similar projects: (a) a project must have been completed by the Bidder itself (and cannot include the experience of any proposed subcontractor or any affiliate of the Bidder); (b) a project must have been completed by the bid closing date; (c) each project description must include, at minimum, the name and either the telephone number or e-mail address of a customer reference; and (d) if more similar projects are provided than requested, Canada will decide in its discretion which projects will be evaluated. A project will be considered "similar" to the Work to be performed under any resulting contract if the project was for the performance of work that closely matches the TBIPS descriptions the Resource Categories identified in Annex A. Work will be considered to "closely match" if the work in the provided project is described in at least 50% of the points of responsibility listed in the description of the given Resource Category.
- (iii) **For Proposed Resources:** The technical bid must include résumés for the resources as identified in Attachment 4.2 for Work Stream 1 and in Attachment 4.4 for Work Stream 2. The same individual must not be proposed for more than one Resource Category more than one Work Stream. The Technical bid must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
 - (A) Proposed resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work (refer to Part 5, Certifications).
 - (B) For educational requirements for a particular degree, designation or certificate, PSPC will only consider educational programs that were successfully completed by the resource by the time of bid closing. If the degree, designation or certification was issued by an educational institution outside of Canada, the Bidder must provide a copy of the results of the academic credential assessment and qualification recognition service issued by an agency or organization recognized by the Canadian Information Centre for International Credentials (CICIC).

- (C) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession or membership throughout the evaluation period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this solicitation. If the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued. If the degree, diploma or certification was issued by an educational institution outside of Canada, the Bidder must provide a copy of the results of the academic credential assessment and qualification recognition service issued by an agency or organization recognized by the Canadian Information Centre for International Credentials (CICIC).
- (D) For work experience, PSPC will not consider experience gained as part of an educational program, except for experience gained through a formal co-operative program at a post-secondary institution.
- (E) For any requirements that specify a particular time period (e.g., 2 years) of work experience, PSPC will disregard any information about experience if the technical bid does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated. Canada will only consider resource's continuous work experience of a minimal 3-month duration associated with a specific project.
- (F) For work experience to be considered by Canada, the technical bid must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.
- (iv) **Customer Reference Contact Information:**
- (A) The Bidder must provide customer references. The customer reference must each confirm, if requested by PSPC, the facts identified in the Bidder's bid, as required by Attachment 4.1, 4.2, 4.3 and 4.4.
- (B) The form of question to be used to request confirmation from customer references is as follows:
- [Sample Question to Customer Reference: "Has [the Bidder] provided your organization with [describe the services and, if applicable, describe any required time frame within which those services must have been provided]?"*
- Yes, the Bidder has provided my organization with the services described above.*
- No, the Bidder has not provided my organization with the services described above.*
- I am unwilling or unable to provide any information about the services described above.*
- (C) For each customer reference, the Bidder is requested, at a minimum, provide the name and either the telephone number or e-mail address for a contact person. If

only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.

Bidders are also requested to include the title of the contact person. It is the sole responsibility of the Bidder to ensure that it provides a contact who is knowledgeable about the services the Bidder has provided to its customer and who is willing to act as a customer reference. Crown references will be accepted.

3.3 Section II: Financial Bid

- (a) **Pricing:** Bidders must submit their financial bid in accordance with the Basis of Payment provided in Annex "B". The total amount of Applicable Taxes must be shown separately, if applicable. Unless otherwise indicated, Bidders must include a single, firm, all-inclusive per diem rate quoted in Canadian dollars in each cell requiring an entry in the pricing tables.
- (b) **Variation in Resource Rates By Time Period:** For any given resource category, where the financial tables provided by Canada allow different firm rates to be charged for a resource category during different time periods:
 - (i) the rate bid must not increase by more than 5% from one time period to the next, and
 - (ii) the rate bid for the same resource category during any subsequent time period must not be lower than the rate bid for the time period that includes the first month of the Initial Contract Period.
- (c) **All Costs to be Included:** The financial bid must include all costs for the requirement described in the bid solicitation for the entire Contract Period, including any option periods. The identification of all necessary equipment, software, peripherals, cabling and components required to meet the requirements of the bid solicitation and the associated costs of these items is the sole responsibility of the Bidder.
- (d) **Blank Prices:** Bidders are requested to insert "\$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the tables. If the Bidder leaves any price blank, Canada will treat the price as "\$0.00" for evaluation purposes and may request that the Bidder confirm that the price is, in fact, \$0.00. No bidder will be permitted to add or change a price as part of this confirmation. Any bidder who does not confirm that the price for a blank item is \$0.00 will be declared non-responsive.

3.4 Section III: Certifications

It is a requirement that Bidders submit the certifications identified under Part 5.

3.5 Section IV: Additional Information

- (a) **Bid Submission Form:** Bidders are requested to include the Bid Submission Form (Attachment 3.1) with their bids. It provides a common form in which bidders can provide information required for evaluation and contract award, such as a contact name and the Bidder's Procurement Business Number, etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.
- (b) **Security Clearance:** Bidders are requested to submit the following security information for each of the proposed resources with their bids on or before the bid closing date:

SECURITY INFORMATION	
Name of individual as it appears on security clearance application form	
Level of security clearance obtained	

Solicitation Number:
G9292-175967/A

Amendment Number:

Buyer ID:
110XN

Validity period of security clearance obtained	
Security Screening Certificate and Briefing Form file number	

If the Bidder has not included the security information in its bid, the Contracting Authority will provide an opportunity to the Bidder to submit the security information during the evaluation period. If the Bidder has not submitted the security information within the period set by the Contracting Authority, its bid will be declared non-responsive.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria. There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.
- (b) An evaluation team composed of representatives of the Client and PSPC will evaluate the bids on behalf of Canada. Canada may hire any independent consultant, or use any Government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- (c) In addition to any other time periods established in the bid solicitation:
- (i) **Requests for Clarifications:** If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.
 - (ii) **Requests for Further Information:** If Canada requires additional information in order to do any of the following pursuant to the Section entitled "Conduct of Evaluation" in 2003, Standard Instructions - Goods or Services - Competitive Requirements:
 - (A) verify any or all information provided by the Bidder in its bid; or
 - (B) contact any or all references supplied by the Bidder (e.g., references named in the résumés of individual resources) to verify and validate any information submitted by the Bidder,the Bidder must provide the information requested by Canada within 2 working days of a request by the Contracting Authority.
 - (iii) **Extension of Time:** If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

4.2 Technical Evaluation

The technical evaluation criteria for Work Stream 1 is in Attachment 4.1: Work Stream 1 Corporate Bid Evaluation Criteria – Mandatory and Point-Rated Evaluation Criteria and Attachment 4.2: Work Stream 1 Resource Bid Evaluation Criteria – Mandatory and Point-Rated Evaluation Criteria. The technical evaluation criteria for Works Stream 2 is in Attachment 4.3: Work Stream 2 Corporate Bid Evaluation Criteria – Mandatory and Point-Rated Evaluation Criteria and Attachment 4.4: Work Stream 2 Resource Bid Evaluation Criteria – Mandatory and Point-Rated Evaluation Criteria. The technical evaluations for Work Stream 1 and 2 will follow the same process, as follows:

- (a) **Mandatory Technical Criteria:**
- (i) Each bid will be reviewed for compliance with the mandatory requirements of the bid solicitation. Any element of the bid solicitation that is identified specifically with the words "must" or "mandatory" is a mandatory requirement. Bids that do not comply with each and every mandatory requirement will be declared non-responsive and be disqualified.
 - (ii) The mandatory technical criteria are described in Attachment 4.1 and Attachment 4.2 for Work Stream 1 and Attachment 4.3 and Attachment 4.4 for Work Stream 2.

(b) **Point-Rated Technical Criteria:**

- (i) Each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly.
- (ii) The rated requirements are described in Attachment 4.1 and Attachment 4.2 for Work Stream 1 and Attachment 4.3 and Attachment 4.4 for Work Stream 2.
- (iii) Bids that meet the Corporate Mandatory Technical Evaluation Criteria (described in Attachment 4.1 for Work Stream 1 and in Attachment 4.3 for Work Stream 2) will proceed to evaluation under Gate 1.
- (iv) Gate 1 includes Corporate Point-Rated Technical Evaluation Criteria (described in Attachment 4.1 for Work Stream 1 and in Attachment 4.3 for Work Stream 2). Once Bids have been evaluated against the Corporate Point-Rated Technical Evaluation Criteria, Bids will proceed to evaluation under Gate 2.
- (v) Gate 2 includes Resource Mandatory Technical Evaluation Criteria for the resources (described in Attachment 4.2 for Work Stream 1 and in Attachment 4.4 for Work Stream 2). Bids that meet the Resource Mandatory Technical Evaluation Criteria for all the requested resources will proceed to evaluation under Gate 3.
- (vi) Gate 3 includes Resource Point-Rated Technical Evaluation Criteria for the resources in (described in Attachment 4.2 for Work Stream 1 and in Attachment 4.4 for Work Stream 2). Bids that do not obtain a minimum of 70% for all of the available points for each proposed resource for Gate 3 will be given no further consideration. Bids that obtain a minimum of 70% of all the available points for each proposed resource for Gate 3 will proceed to Financial Evaluation.
- (vii) The "Total Technical Score" used for 4.4 "Basis of Selection" will be the sum of the awarded points from the Corporate Bid Evaluation Criteria and Resource Bid Evaluation (described in Attachment 4.1 and 4.2 for Work Stream 1 and in Attachment 4.3 and 4.4 for Work Stream 2).

(c) **Reference Checks:**

- (i) For reference checks, Canada will conduct the reference check in writing by email. Canada will send all email reference check requests to contacts supplied by all the Bidders on the same day using the email address provided in the bid.
- (ii) If Canada does not receive a response from the contact person within the 5 working days, Canada will not contact the Bidder and will not permit the substitution of an alternate contact person.
- (iii) Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated.
- (iv) Points will not be allocated and/or a bidder will not meet the mandatory experience requirement (as applicable) if (1) the reference customer states he or she is unable or unwilling to provide the information requested, or (2) the customer reference is not a customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder instead of being a customer of the Bidder itself). Nor will points be allocated or a mandatory met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Bidder.
- (v) Whether or not to conduct reference checks is discretionary. However, if PSPC chooses to conduct reference checks for any given rated or mandatory requirement, it will check the references for that requirement for all bidders who have not, at that point, been found non-responsive.

4.3 Financial Evaluation

(a) **Financial Calculation:** Canada has set the Firm Per Diem Median Rate for each resource category for each Work Stream. Unless otherwise specified in the RFP, the financial evaluation will be conducted by calculating the Bidder's Total Proposed Price using the in Attachment 3.2 for Work Stream 1 and Attachment 3.3 for Work Stream 2 "Pricing Schedule" completed by the Bidders. The Bidder must input the firm and all inclusive per diem rates for the Categories of Personnel being proposed in accordance with the bid solicitation, which include an initial contract period and option periods. A separate Financial Evaluated Price will be calculated for each Work Stream.

(b) **Firm Per Diem Median Rate Evaluation Method**

(i) **Use:** The firm per diem rate median calculation will apply to modify the rate to be assessed in the financial evaluation of a Bidder, where that Bidder submits a firm per diem rate for a resource category that is lower than the Lower Median Band Limit as calculated below. The firm per diem median rate calculation is for evaluation purposes only, and the actual submitted per diem rate will be used in any resulting contract in all instances.

(ii) **Calculation for both the Initial Contract Period and the Option Period medians:** Canada has established the Firm Per Diem Median Rate for each individual Resource Category. The median will be used to calculate a median band against which each Bidder's per diem rate will be established for the Initial Contract Period and for each of the option period(s). For each Resource Category, the median band will be calculated using the median function in Microsoft Excel and will represent a range that encompasses the median rate to a value of minus (-) 20% of the median. The Lower Median Band Limit for each Resource Category is set at 80% of the median. If a Bidder bids a firm per diem rate for a Resource Category that is lower than the Lower Median Band Limit, that Bidder's financial evaluation will be conducted using a per diem rate equal to the Lower Median Band Limit for that Resource Category.

(c) **Substantiation of Professional Services Rates**

In Canada's experience, bidders will from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. When evaluating the rates bid for professional services, Canada may, but will have no obligation to, require price support in accordance with this Article. If Canada requests price support, it will be requested from all otherwise responsive bidders who have proposed a rate that is at least 20% lower than the median rate bid by all responsive bidders for the relevant resource category or categories. If Canada requests price support, the Bidder must provide the following information:

(i) an invoice (referencing a contract serial number or other unique contract identifier) that shows that the Bidder has provided and invoiced a customer (with whom the Bidder deals at arm's length) for services performed for that customer similar to the services that would be provided in the relevant resource category, where those services were provided for at least three months within the twelve months before the bid solicitation closing date, and the fees charged were equal to or less than the rate offered to Canada;

(ii) in relation to the invoice in (i), evidence from the Bidder's customer that the services identified in the invoice include at least 50% of the tasks listed in the Statement of Work for the category of resource being assessed for an unreasonably low rate. This evidence must consist of either a copy of the contract (which must describe the services to be provided and demonstrate that at least 50% of the tasks to be performed are the same as those to be performed under the Statement of Work in this bid solicitation) or the customer's signed certification that the services subject to the charges in the invoice included at least 50% of the same tasks to be performed under the Statement of Work in this bid solicitation;

- (iii) in respect of each contract for which an invoice is submitted as substantiation, a résumé for the resource that provided the services under that contract that demonstrates that, in relation to the resource category for which the rates are being substantiated, the resource would meet the mandatory requirements and achieve any required pass mark for any rated criteria; and
- (iv) the name, telephone number and, if available, e-mail address of a contact person at the customer who received each invoice submitted under (i), so that Canada may verify any information provided by the Bidder.

Once Canada requests substantiation of the rates bid for any resource category, it is the sole responsibility of the Bidder to submit information (as described above and as otherwise may be requested by Canada, including information that would allow Canada to verify information with the resource proposed) that will allow Canada to determine whether it can rely, with confidence, on the Bidder's ability to provide the required services at the rates bid. If Canada determines that the information provided by the Bidder does not adequately substantiate the unreasonably low rates, the bid will be declared non-responsive.

(d) **Formulae in Pricing Tables**

If the pricing tables provided to Bidders include any formulae, Canada may re-input the prices provided by Bidders into a fresh table, if Canada believes that the formulae may no longer be functioning properly in the version submitted by a Bidder.

4.4 Basis of Selection

(a) **Evaluation of Bid – Multiple Contracts Awarded for Multiple Work Streams**

The following selection process will be conducted for each Work Stream:

- (i) A bid must comply with the requirements of the Bid Solicitation, meet all mandatory evaluation criteria and obtain the required pass marks for the point rated criteria identified in this bid solicitation to be declared responsive.
- (ii) In this Bid Solicitation, the "Highest Compliant Combined Rating of Technical Merit and Price" will be used for Bid Selection.
- (iii) In this method, Bidder's Total Proposed Price is given a weighted value – Price Points. Bidder's Total Technical Rated Points is weighted to Technical Points. The Total Points for a bid is the sum of the Price Points and the Technical Points.
- (iv) In this Bid Solicitation, 70% and 30% will be awarded to Bidder's Technical Rated Points and Total Proposed Price, respectively.
- (v) The scoring of Bidder's Total Proposed Price is done by giving a full mark (i.e. 30) to the lowest priced compliant proposal with other proposals being given a pro-rated score.
- (vi) Technical scores are pro-rated against the total possible score (i.e. 100).
- (vii) The winning bids are the two scoring the highest Total Points.
- (viii) In the event of multiple bids scoring the same Total Points within a given Work Stream, the bid with the highest Technical Points will be the Bidder recommended for Contract Award.
- (ix) Bidders should note that all contract awards are subject to Canada's internal approvals process, which includes a requirement to approve funding in the amount of any proposed contract. Despite the fact that the Bidder may have been recommended for contract award, a contract will only be awarded if internal approval is granted according to Canada's internal policies. If approval is not granted, no contract will be awarded.
- (x) **EXAMPLE**

The following Table illustrates an example where the selection of the Bid is determined by 70/30 ratio of the technical score and price, respectively. The lowest priced technically compliant proposal is allocated the maximum points of 30 and other price proposals are prorated accordingly. Technical scores are prorated against the full mark of 100.

Example of Bid Selection for Work Stream #			
Highest Combined Rating of Technical Merit (70%) and Price (30%)			
Bidder	Bidder 1	Bidder 2	Bidder 3
Total Technical Rated Points	88	82	76
Total Proposed Price	\$60,000	\$55,000	\$50,000
Calculation	Technical Points	Price Points	Total Points
Bidder 1	$88 \times 70 / 100 = 61.6$	$50 \times 30 / 60 = 25.00$	86.60
Bidder 2	$82 \times 70 / 100 = 57.4$	$50 \times 30 / 55 = 27.27$	84.67
Bidder 3	$76 \times 70 / 100 = 53.2$	$50 \times 30 / 50 = 30.00$	83.20
Winning Bidders for Work Stream #	Bidder 1 Bidder 2		

- (b) **Contract Funding Allocation:** Where for a Work Stream more than one contract is awarded, each contract issued for that particular Work Stream will be issued with an amount of funding specified in the article titled "Limitation of Expenditure" calculated based on the following:
- (i) when one contract is awarded, the amount of the Limitation of Expenditure will be determined at Canada's discretion;
 - (ii) where two contracts are awarded, the amount of the Limitation of Expenditure of each contract will be determined in accordance with the following:
 - (A) the Bidder with the highest Total Bidder Score will receive 50% of the funding initially allocated to that Work Stream; and
 - (B) the Bidder with the next highest Total Bidder Score will receive 50% of the funding initially allocated for that Work Stream.

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

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 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 Bid

Bidders must submit the following duly completed certification(s) as part of their bid.

a) 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 (Attachment 5.2), 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 provided will render the bid non-responsive.

(a) 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 names of the owner(s).

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

(b) 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](#)" list available from Employment and Social Development Canada (ESDC) - Labour's website.

(http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml)

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](#)" list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](#)" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed Form 5.1, Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed Attachment Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

5.3 Additional Certifications Precedent to Contract Award

a) Professional Services Resources

- (i) By submitting a bid, the Bidder certifies that, if it is 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.
- (ii) By submitting a bid, 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.
- (iii) If the Bidder is unable to provide the services of an individual named in its bid due to the death, sickness, extended leave (including parental leave or disability leave), retirement, resignation or dismissal for cause of that individual, within 5 business days of Canada's knowledge of the unavailability of the individual, the Bidder may propose a substitute to the Contracting Authority, providing:
 - (A) the reason for the substitution with substantiating documentation acceptable to the Contracting Authority;
 - (B) the name, qualifications and experience of a proposed replacement immediately available for work; and
 - (C) proof that the proposed replacement has the required security clearance granted by Canada, if applicable.

No more than one substitute will be considered for any given individual proposed in the bid. In response to the Bidder's proposed substitution, the Contracting Authority may elect in its sole discretion either to:

- (A) set aside the bid and give it no further consideration; or
- (B) evaluate the replacement in accordance with the requirements of the bid solicitation in the place of the original resource as if that replacement had originally been proposed in the bid, with any necessary adjustments being made to the evaluation results, including the rank of the bid vis-à-vis other bids.

If no substitute is proposed the Contracting Authority will set aside the bid and give it no further consideration.

- (iv) If a Bidder has proposed any individual who is not an employee of the Bidder, by submitting a bid, 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.

b) Certification of Language - English Essential

By submitting a bid, the Bidder certifies that, should it be awarded a contract as result of the bid solicitation, every individual proposed in its bid will be fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

c) Submission of Only One Bid

By submitting a bid, the Bidder is certifying that it does not consider itself to be related to any other bidder.

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirement

- a) Before award of a contract, the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
- b) 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.
- c) For additional information on security requirements, Bidders should refer to the Industrial Security Program (ISP) of Public Services and Procurement Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.
- d) In the case of a joint venture Bidder, each member of the joint venture must meet the security requirements.

PART 7 - RESULTING CONTRACT CLAUSES

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

7.1 Requirement

- (a) _____ (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with, and at the prices set out in the Contract. This includes providing professional services as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.
- (b) **Client:** Under the Contract, the "**Client**" is Employment and Social Development Canada (ESDC).
- (c) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- (d) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

7.2 Task Authorization

- (a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Allocation of Task Authorizations:** More than one contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:
 - (i) At the time this series of contracts was awarded, each contractor was allocated an amount of funding as specified in the Limitation of Expenditure in respect of Task Authorizations.
 - (ii) Canada will use a rotational method to allocate the draft Task Authorizations, where the rotation is based on the amount of funding remaining under each of the respective contracts.
 - (iii) Canada will send the first draft Task Authorization to the contractor with the greatest value of funding under its contract. If more than one contractor has the same value, it will be assigned to the contractor ranked first as determined under the evaluation process in the bid solicitation that resulted in the award of this series of contracts.

- (iv) The contractor sent a draft TA will have the time set out further below under the subparagraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.
- (v) If the contractor to whom the draft TA is first sent either fails to respond on time or confirms in writing that it refuses to perform the task, the draft TA will then be forwarded to the contractor with the next-greatest balance remaining of allocated funding. In the event that Canada determines the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, Canada will send the draft TA to the contractor with the next greatest balance remaining of allocation funding.
- (vi) The process of sending out a draft TA to the contractor with the greatest balance remaining will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.
- (vii) Once the Task Authorization is issued, for the purposes of calculations for the allocation of Task Authorizations, the value of that Task Authorization (and the value of any subsequent amendment to that TA) will be subtracted from the funding allocated to that contractor.
- (viii) When the next requirement to perform a task is identified, it will be sent to the contractor with the greatest balance remaining of allocated funding. If more than one contractor has the greatest balance remaining of allocated funds (i.e., several contractors have equal amounts of allocated funding), the draft TA will be sent to the contractor among them that ranked highest under the bid solicitation evaluation process. If any contract in this series of contracts is amended to add funding for Task Authorizations, all the remaining contracts (i.e., all contracts that have not previously been terminated) will be amended to add funding in amounts proportionate to the funding initially provided under each contract for Task Authorizations (e.g., if three contracts were awarded with \$2M, \$1M and \$750,000 in funding for Task Authorizations respectively, and \$200,000 is added to the first contract, then \$100,000 will be added to the second contract and \$75,000 will be added to the third).

(c) **Form and Content of Draft Task Authorization:**

- (i) The Technical Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Annex A.
- (ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information:
 - (A) the task number;
 - (B) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
 - (C) the details of any financial coding to be used;
 - (D) the categories of resources and the number required;
 - (E) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
 - (F) the start and completion dates;
 - (G) milestone dates for deliverables and payments (if applicable);
 - (H) the number of person-days of effort required;
 - (I) whether the work requires on-site activities and the location;

- (J) the language profile of the resources required;
 - (K) the level of security clearance required of resources;
 - (L) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
 - (M) any other constraints that might affect the completion of the task.
- (d) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the Technical Authority, within 2 working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.
- (e) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**
- (i) To be validly issued, a TA must include the following signatures:
 - (A) for any TA, inclusive of revisions, with a value less than or equal to \$500,000.00 (including Applicable Taxes), the TA must be signed by:
 - a. the Technical Authority; and,
 - b. the ESDC Procurement and Contracting Services Authority; and
 - (B) for any TA, inclusive of revisions, with a value greater than this amount, a TA must include the following signatures:
 - a. the Technical Authority;
 - b. the ESDC Procurement and Contracting Services Authority; and,
 - c. the Contracting Authority.
- Any TA that does not bear the appropriate signatures is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's ability to issue TA's at any time, or reduce the dollar value threshold described in sub-article (A) above; any suspension or reduction notice is effective upon receipt.
- (f) **Periodic Usage Reports:**
- (i) The Contractor must compile and maintain records on its provision of services to the federal government under Task Authorizations validly issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.
 - (ii) The quarterly periods are defined as follows:

- (A) 1st quarter: April 1 to June 30;
- (B) 2nd quarter: July 1 to September 30;
- (C) 3rd quarter: October 1 to December 31; and
- (D) 4th quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 5 calendar days after the end of the reporting period.

- (iii) Each report must contain the following information for each validly issued TA (as amended):
 - (A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;
 - (B) a title or a brief description of each authorized task;
 - (C) the name, Resource category and level of each resource involved in performing the TA, as applicable;
 - (D) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;
 - (E) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
 - (F) the start and completion date for each authorized task; and
 - (G) the active status of each authorized task, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).
- (iv) Each report must also contain the following cumulative information for all the validly issued TA's (as amended):
 - (A) the amount, exclusive of Applicable Taxes, specified in the Contract (as last amended, as applicable) as Canada's total liability to the Contractor for all validly issued TA's; and
 - (B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TA's.
- (g) **Refusal of Task Authorizations or Submission of a Response Which Is Not Valid:** The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. For greater clarity, each draft TA, which is identifiable by its task number, will only count as one instance. A valid response is one that is submitted within the required time period and meets all requirements of the draft TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the draft TA at pricing not exceeding the rates set out in Annex B. Each time the Contractor does not submit a valid response, the Contractor agrees Canada may at its option decrease the Minimum Contract Value in the clause titled "Minimum Work Guarantee" by 2%. This decrease will be evidenced for administrative purposes only through a contract amendment issued by the Contracting Authority (which does not require the agreement of the Contractor).
- (h) **Consolidation of TA's for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TA's for administrative purposes.

7.3 Minimum Work Guarantee

- (a) In this clause,
- (i) **"Maximum Contract Value"** means the amount specified in the **"Limitation of Expenditure"** clause set out in the Contract (excluding Applicable Taxes); and
 - (ii) **"Minimum Contract Value"** means **2%** of the Maximum Contract Value on the date the contract is first issued.
- (b) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
- (c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada will pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- (d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract
- (i) for default;
 - (ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
 - (iii) for convenience within 10 business days of Contract award.

7.4 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>) issued by Public Services and Procurement Canada.

(a) **General Conditions:**

- (i) 2035 (2016-04-04), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.
With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:
 - 4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
 - 5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
 - (a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Revenue Guarantee, or due to the Contractor as of the date of termination, or
 - (b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
 - 6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor

agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

(b) **Supplemental General Conditions:**

The following Supplemental General Conditions apply to and form part of the Contract:

- (i) 4007 (2010-08-16), Supplemental General Conditions - Canada to Own Intellectual Property Rights in Foreground Information;
- (ii) 4008 (2008-12-12), Supplemental General Conditions - Personal Information.

7.5 Security Requirement

The following security requirements (SRCL #6 and related clauses provided by ISP) as set out under Annex "B" to the Supply Arrangement, applies to and forms part of the Contract.

- (a) The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Directorate (CISD), Public Services and Procurement Canada (PSPC).
- (b) The Contractor/Offeror personnel requiring access to PROTECTED information, assets or sensitive work site(s) must EACH hold a valid RELIABILITY STATUS, granted or approved by CISD/PSPC.
- (c) The Contractor/Offeror MUST NOT remove any PROTECTED information or assets from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction.
- (d) Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PSPC.
- (e) The Contractor/Offeror must comply with the provisions of the:
 - i. Security Requirements Check List and security guide (if applicable), attached at Annex C;
 - ii. Industrial Security Manual (Latest Edition).

7.6 Contract Period

- (a) **Contract Period:** The "Contract Period" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:
 - (i) The "Initial Contract Period", which begins on the date the Contract is awarded and ends one (1) year later; and
 - (ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.
- (b) **Option to Extend the Contract:**
 - (i) The Contractor grants to Canada the irrevocable option to extend the terms of the contract by up to 3 option periods, including 2 12-month option periods, plus 1 additional 6-month option period under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.
 - (ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

7.7 Authorities

(a) Contracting Authority

The Contracting Authority for the Contract is:

Name: Mejuine Chow
Title: Supply Specialist
Organization: Special Procurement Initiatives Directorate, PSPC
Address: Portage III 12C1, 11 Laurier Street, Gatineau, Quebec, K1A 0S5
Telephone: 819-420-0333
E-mail address: mejuine.chow@pwgsc-tpsgc.gc.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.

(b) Technical Authority

The Technical Authority for the Contract is:

Name: _____
Title: _____
Organization: _____
Address: _____
Telephone: _____
Facsimile: _____
E-mail address: _____

The Technical 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 Technical Authority; however, the Technical 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.

(c) ESDC Procurement and Contracting Services Authority

The ESDC Procurement and Contracting Services Authority for the Contract is:

Name: _____
Title: _____
Organization: _____
Address: _____
Telephone: _____
Facsimile: _____
E-mail address: _____

The ESDC Procurement and Contracting Services Authority is the representative of the client for whom the Work is being carried out under the Contract and is responsible for all matters concerning the administration aspects of the Work under the Contract, communication with PSPC Contracting Authority on all matters concerning the Contract and providing PSPC report on Contract utilization.

(d) Contractor's Representative

Name: _____
Title: _____
Organization: _____
Address: _____
Telephone: _____
Facsimile: _____
E-mail address: _____

7.8 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental web sites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

7.9 Payment

- (i) **Professional Services provided under a Task Authorization with a Maximum Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.

Estimated Cost: \$ _____

- (ii) **Pre-Authorized Travel and Living Expenses**

Canada will not pay any travel or living expenses associated with performing the Work.

- (i) **Applicable Taxes:** Estimated Cost: \$ _____

- (ii) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.

- (iii) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the general conditions, Canada may impose sanctions or take other measures in accordance with the PSPC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.

- (iv) **Purpose of Estimates:** All estimated costs contained in the Contract are included solely for the administrative purposes of Canada and do not represent a commitment on the part of Canada to purchase goods or services in these amounts. Any commitment to purchase specific amounts or values of goods or services is described elsewhere in the Contract.

(a) Limitation of Expenditure – Cumulative Total of all Task Authorizations

- (i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the sum of \$ _____. Customs duties are excluded and Applicable Taxes are extra.
- (ii) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- (iii) 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) 4 months before the contract expiry date, or
 - (C) As soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
- (i) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.
- (b) **Method of Payment for Task Authorizations with a Maximum Price:** For each Task Authorization validly issued under the Contract that contains a maximum price:
- (i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.
 - (ii) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA, all of which is required to be performed for the maximum TA price. If the work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA price, Canada is only required to pay for the time spent performing the work related to that TA.
- (c) **Time Verification**
- Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contract must repay any overpayment, at Canada's request.
- (d) **Payment Credits**
- (i) **Failure to Provide Resource:**
 - (A) If the Contractor does not provide a required professional services resource that has all the required qualifications within the time prescribed by the Contract, the Contractor must credit to Canada an amount equal to the per diem rate (based on a 7.5-hour workday) of the required resource for each day (or partial day) of delay in providing the resource, up to a maximum of 10 days.
 - (B) **Corrective Measures:** If credits are payable under this Article for two consecutive months or for three months in any 12-month period, the Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority and 20 working days to rectify the underlying problem.
 - (C) **Termination for Failure to Meet Availability Level:** In addition to any other rights it has under the Contract, Canada may terminate the Contract for default in accordance with the General Conditions by giving the Contractor three months' written notice of its intent, if any of the following apply:
 - (1) the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or
 - (2) the corrective measures required of the Contractor described above are not met.

This termination will be effective when the three month notice period expires, unless Canada determines that the Contractor has implemented the corrective measures to Canada's satisfaction during those three months.

- (ii) **Credits Apply during Entire Contract Period:** The Parties agree that the credits apply throughout the Contract Period.
 - (iii) **Credits represent Liquidated Damages:** The Parties agree that the credits are liquidated damages and represent their best pre-estimate of the loss to Canada in the event of the applicable failure. No credit is intended to be, nor will it be construed as, a penalty.
 - (iv) **Canada's Right to Obtain Payment:** The Parties agree that these credits are a liquidated debt. To collect the credits, Canada has the right to hold back, draw back, deduct or set off from and against any money Canada owes to the Contractor from time to time.
 - (v) **Canada's Rights & Remedies not Limited:** The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the Contract (including the right to terminate the Contract for default) or under the law generally.
 - (vi) **Audit Rights:** The Contractor's calculation of credits under the Contract is subject to verification by government audit, at the Contracting Authority's discretion, before or after payment is made to the Contractor. The Contractor must cooperate fully with Canada during the conduct of any audit by providing Canada with access to any records and systems that Canada considers necessary to ensure that all credits have been accurately credited to Canada in the Contractor's invoices. If an audit demonstrates that past invoices contained errors in the calculation of the credits, the Contractor must pay to Canada the amount the audit reveals was required to be credited to Canada, plus interest, from the date Canada remitted the excess payment until the date of the refund (the interest rate is the Bank of Canada's discount annual rate of interest in effect on the date the credit was first owed to Canada, plus 1.25% per year). If, as a result of conducting an audit, Canada determines that the Contractor's records or systems for identifying, calculating or recording the credits are inadequate, the Contractor must implement any additional measures required by the Contracting Authority.
- (e) **No Responsibility to Pay for Work not performed due to Closure of Government Offices**
- (i) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.
 - (ii) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises

7.10 Invoicing Instructions

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.
- (c) By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.

- (d) The Contractor must provide the original of each invoice to the Technical Authority. On request, the Contractor must provide a copy of any invoices requested by the Contracting Authority.

7.11 Certifications

The continuous compliance with the certifications provided by the Contractor in its bid, any TA quotation and the ongoing cooperation in providing additional information are conditions of the Contract. Certifications are subject to verification by Canada during the entire Contract Period. If the Contractor does not comply with any certification, or fails to provide the additional 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.

7.12 Federal Contractors Program for Employment Equity - Default by Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.13 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in _____.

7.14 Priority of Documents

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

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental General Conditions, in the following order:
 - (i) 4007 (2010-08-16), Supplemental General Conditions - Canada to Own Intellectual Property Rights in Foreground Information;
 - (ii) 4008 (2008-12-12), Supplemental General Conditions - Personal Information.
- (c) General Conditions 2035 (2016-04-04), Higher Complexity - Services;
- (d) Annex A, Statement of Work – Annex A including its Appendices as follows:
 - (i) Appendix A to Annex A - Tasking Assessment Procedure;
 - (ii) Appendix B to Annex A - Task Authorization (TA) Form;
 - (iii) Appendix C to Annex A - Certifications at the TA stage;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any); and
- (h) the Contractor's bid dated _____ (*insert date of bid*), as clarified on _____ "or" as amended _____ (*insert date(s) of clarification(s) or amendment(s) if applicable.*)

7.15 Foreign Nationals

(To be confirmed at contract award)

The following clause, inserted by reference, forms part of the Contract:

SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor)

(OR)

SACC Manual clause A2001C (2006-06-16) Foreign Nationals (Foreign Contractor)

7.16 Insurance Requirements

(a) Compliance with Insurance Requirements

- (i) The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
- (ii) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.
- (iii) The Contractor should forward to the Contracting Authority within ten (10) **calendar** days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

(b) Commercial General Liability Insurance

- (i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
- (ii) The Commercial General Liability policy must include the following:
 - (A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Services and Procurement Canada.
 - (B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
 - (C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.

- (D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
- (E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
- (F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- (G) Employees and, if applicable, Volunteers must be included as Additional Insured.
- (H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- (I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- (J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- (K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
- (M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

(c) **Errors and Omissions Liability Insurance**

- (i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
- (ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (iii) The following endorsement must be included:
Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

7.17 Limitation of Liability - Information Management/Information Technology

- (a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the

extent described in this Article, even if it has been made aware of the potential for those damages.

(b) **First Party Liability:**

- (i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
 - (A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";
 - (B) physical injury, including death.
- (ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
- (iii) Each of the Parties is liable for all direct damages resulting from any breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of any unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
- (iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.
- (v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
 - (A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
 - (B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or **\$1,000,000.00**.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or **\$1,000,000.00**, whichever is more.
- (vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

(c) **Third Party Claims:**

- (i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement

agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.

- (ii) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- (iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

7.18 Joint Venture Contractor

- (a) The Contractor confirms that the name of the joint venture is _____ and that it is comprised of the following members: *[list all the joint venture members named in the Contractor's original bid]*.
- (b) With respect to the relationship among the members of the joint venture Contractor, each member agrees, represents and warrants (as applicable) that:
 - (i) _____ has been appointed as the "representative member" of the joint venture Contractor and has fully authority to act as agent for each member regarding all matters relating to the Contract;
 - (ii) by giving notice to the representative member, Canada will be considered to have given notice to all the members of the joint venture Contractor; and
 - (iii) all payments made by Canada to the representative member will act as a release by all the members.
- (c) All the members agree that Canada may terminate the Contract in its discretion if there is a dispute among the members that, in Canada's opinion, affects the performance of the Work in any way.
- (d) All the members are jointly and severally or solidarily liable for the performance of the entire Contract.
- (e) The Contractor acknowledges that any change in the membership of the joint venture (i.e., a change in the number of members or the substitution of another legal entity for an existing member) constitutes an assignment and is subject to the assignment provisions of the General Conditions.
- (f) The Contractor acknowledges that all security and controlled goods requirements in the Contract, if any, apply to each member of the joint venture Contractor.

Note to Bidders: *This Article will be deleted if the Bidder awarded the contract is not a joint venture. If the contractor is a joint venture, this clause will be completed with information provided in its bid.*

7.19 Professional Services - General

- (a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language

proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.

- (b) If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.
- (c) In General Conditions 2035, the Article titled "Replacement of Specific Individuals" is deleted and the following applies instead:

Replacement of Specific Individuals

- (i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of having this knowledge, the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
 - (A) the name, qualifications and experience of a proposed replacement immediately available for Work; and
 - (B) security information on the proposed replacement as specified by Canada, if applicable.

The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource.

- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
 - (A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or
 - (B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

Where an Excusable Delay applies, Canada may require (c) (ii) (B) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

7.20 Safeguarding Electronic Media

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

7.21 Representations and Warranties

The Contractor made statements regarding its own and its proposed resources' experience and expertise in its bid that resulted in the award of the Contract and the issuance of TA's. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract and adding work to it through TA's. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have and maintain, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

7.22 Access to Canada's Property and Facilities

Canada's property, facilities, equipment, documentation, and personnel are not automatically available to the Contractor. If the Contractor would like access to any of these, it is responsible for making a request to the Technical Authority. Unless expressly stated in the Contract, Canada has no obligation to provide any of these to the Contractor. If Canada chooses, in its discretion, to make its property, facilities, equipment, documentation or personnel available to the Contractor to perform the Work, Canada may require an adjustment to the Basis of Payment and additional security requirements may apply.

7.23 Transition Services at End of Contract Period

The Contractor agrees that, in the period leading up to the end of the Contract Period and for up to three months afterwards, it will make all reasonable efforts to assist Canada in the transition from the Contract to a new contract with another supplier. The Contractor agrees that there will be no charge for these services.

7.24 Identification Protocol Responsibilities

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

- (a) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify themselves as Contractor Representatives prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;
- (b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- (c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.

- (d) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.
- (e) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

ANNEX A
STATEMENT OF WORK
Annex A.1 Statement of Work – Work Stream 1

See attached.

ANNEX A
STATEMENT OF WORK
Annex A.2 Statement of Work – Work Stream 2

See attached.

APPENDIX A TO ANNEX A

TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled "Allocation of Task Authorizations". Once a draft TA Form is received, the Contractor must submit to the Technical Authority a completed TA Form, the resource's resume and any other information requested. The Contractor will be given a minimum of 5 business day turnaround time to submit a completed TA Form.
2. For each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
 - (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix C to Annex A, Certifications).
 - (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
 - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
 - (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
 - (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated. Canada will only consider resource's continuous work experience of a minimal 3-month duration associated with a specific project.
 - (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one

project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in the Task Authorization to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contracting Authority may find the quotation to be non-responsive.
5. Only quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.
6. Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

Solicitation Number:
G9292-175967/A

Amendment Number:

Buyer ID:
110XN

**APPENDIX B TO ANNEX A
TASK AUTHORIZATION FORM**

TASK AUTHORIZATION (TA)				
Contractor:		Contract Number:		
Commitment Number:		Financial Coding:		
Task Number:		Date:		
TA REQUEST (For completion by Technical Authority)				
1. Description of Requirement: As indicated in the attached Statement of Work (SOW)				
2. PERIOD OF SERVICES		From:	To:	
3. Work Location				
4. Travel Requirements		Yes: __ No: __ Specify:		
5. Conditions /Restraints		Yes: __ No: __ Specify:		
6. Task Proposal Check (insert rows as required):		Estimated Cost \$:	\$_____ per diem rate	
7. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL				
Reliability Status: ____ Secret: ____ Top Secret: ____ Other: ____				
8. BILINGUALISM (if applicable)				
Yes: _____		No: _____		
List of the categories of Resource for whom the bilingualism is required:				
TA PROPOSAL				
9. ESTIMATED CONTRACT				
Category (Level) and Name of Proposed Resource	PWGSC Security File Number	Firm Per Diem Rate	Estimated # of Working Days	Total Cost (\$)
Sub-Total				
HST				
Total				

Solicitation Number:
G9292-175967/A

Amendment Number:

Buyer ID:
110XN

INDIVIDUAL RESOURCE MINIMUM QUALIFICATION REQUIREMENTS

Individual Resource Minimum Qualification Requirements – Contractor’s Response Template					
Name of Contractor:		Contract Number:		TA #:	
Proposed Resource:		Position:	TBIPS Category:		TBIPS Level:
MQ#	Minimum Qualifications (MQ)			Reference	
1	<p>The Contractor must demonstrate that the proposed resource has the minimum number of years of experience specified below as the Resource Category identified in the Task Authorization (TA) Request.</p> <p>For Level 2 categories: 5 years within the past 8 years</p> <p>For Level 3 categories: 10 years within the past 15 years</p> <p>In order for a Resource Project Reference to be accepted, it must demonstrate at least 60% of the responsibilities enumerated in the TA.</p>			<p>Cross Reference to Assigned Resource Project Reference Number(s):</p>	
2	<p>The Contractor must demonstrate that the proposed Resource’s experience submitted under MQ #1 includes the minimum number of months of experience specified below, in the Technology(ies) and or Module(s) identified as required in the TA Request.</p> <p>For Level 2 categories: 24 months within the past 48 months</p> <p>For Level 3 categories: 48 months within the past 96 months</p>			<p>Cross Reference to Assigned Resource Project Reference Number(s):</p>	
3	<p>When required, the proposed Resource must hold the certification(s) identified on the TA Request.</p>			<p>Cross reference to Resume Page/Article #:</p>	

APPENDIX C TO ANNEX A

CERTIFICATIONS AT THE TA STAGE

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

Print name of authorized individual & sign above

Date

2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

Print name of authorized individual & sign above

Date

3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract Period the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

Print name of authorized individual & sign above

Date

4. CERTIFICATION OF LANGUAGE

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

Print name of authorized individual & sign above

Date

ANNEX B - BASIS OF PAYMENT
Annex B.1 BASIS OF PAYMENT - WORK STREAM 1

INITIAL CONTRACT PERIOD:

(Date of Contract award to _____)		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1 Application/Software Architect	3	
A.2 ERP Functional Analyst	3	

OPTION PERIODS:

Option Period 1 (_____ to _____)		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1 Application/Software Architect	3	
A.2 ERP Functional Analyst	3	

Option Period 2 (_____ to _____)		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1 Application/Software Architect	3	
A.2 ERP Functional Analyst	3	

Option Period 3 (_____ to _____)		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1 Application/Software Architect	3	
A.2 ERP Functional Analyst	3	

ANNEX B - BASIS OF PAYMENT

Annex B.2 BASIS OF PAYMENT - WORK STREAM 2

INITIAL CONTRACT PERIOD:

Initial Contract Period (Date of Contract award to _____)		
Resource Category	Level of Expertise	Firm Per Diem Rate
B.9 Courseware Developer	3	
B.11 IT Instructor	3	
P.1 Change Management Consultant	3	
P.9 Project Manager	3	

OPTION PERIODS:

Option Period 1 (_____ to _____)		
Resource Category	Level of Expertise	Firm Per Diem Rate
B.9 Courseware Developer	3	
B.11 IT Instructor	3	
P.1 Change Management Consultant	3	
P.9 Project Manager	3	

Option Period 2 (_____ to _____)		
Resource Category	Level of Expertise	Firm Per Diem Rate
B.9 Courseware Developer	3	
B.11 IT Instructor	3	
P.1 Change Management Consultant	3	
P.9 Project Manager	3	

Option Period 3 (_____ to _____)		
Resource Category	Level of Expertise	Firm Per Diem Rate
B.9 Courseware Developer	3	
B.11 IT Instructor	3	
P.1 Change Management Consultant	3	
P.9 Project Manager	3	

ANNEX C - SECURITY REQUIREMENTS CHECK LIST

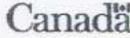
 Government of Canada / Gouvernement du Canada	Contract Number / Numéro du contrat Common PS SRCL#6 Security Classification / Classification de sécurité UNCLASSIFIED
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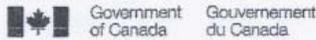
**SECURITY REQUIREMENTS CHECK LIST (SRCL)
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)**

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine Public Works and Government Services Canada	2. Branch or Directorate / Direction générale ou Direction Acquisitions Branch	
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail Professional Services - Standing Offers and Supply Arrangements		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées? <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui		
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques? <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui		
5. c) Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c) <input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui		
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé. <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui		
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit? <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui		
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	
Foreign / Étranger <input type="checkbox"/>		
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/> Not releasable / À ne pas diffuser <input type="checkbox"/> Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/> Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	
No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/> Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	
7. c) Level of Information / Niveau d'information		
PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/> PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/> PROTECTED C / PROTÉGÉ C <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 UNCLASSIFIED <input type="checkbox"/> NATO NON CLASSIFIÉ <input type="checkbox"/> NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/> NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/> NATO SECRET <input type="checkbox"/> NATO SECRET <input type="checkbox"/> COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/> PROTECTED B / PROTÉGÉ B <input type="checkbox"/> PROTECTED C / PROTÉGÉ C <input type="checkbox"/> CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/> SECRET / SECRET <input type="checkbox"/> TOP SECRET / TRÈS SECRET <input type="checkbox"/> TRÈS SECRET <input type="checkbox"/> TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité UNCLASSIFIED
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Contract Number / Numéro du contrat
Common PS SRCL#6
Security Classification / Classification de sécurité UNCLASSIFIED

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? No Yes
Non Oui

If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité :

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 Yes
Non 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 Yes
Non Oui

If Yes, will unscreened personnel be escorted?
Dans l'affirmative, le personnel en question sera-t-il escorté? No Yes
Non 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 Yes
Non 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 Yes
Non 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 Yes
Non Oui

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

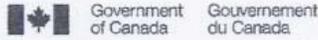
11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou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

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité UNCLASSIFIED
--





Contract Number / Numéro du contrat
Common PS SRCL#6
Security Classification / Classification de sécurité UNCLASSIFIED

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

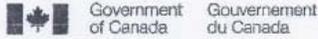
For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, 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 / Assets Renseignements / Biens 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).



Contract Number / Numéro du contrat Common PS SRCL#6
Security Classification / Classification de sécurité UNCLASSIFIED

PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13. Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées) Centralized Professional Services System, CPSS		Title - Titre Professional Services - Methods of Supply	Signature <i>Robin Lerman</i>
Telephone No. - N° de téléphone 000-000-0000	Facsimile No. - N° de télécopieur 000-000-0000	E-mail address - Adresse courriel SSPC.CPSS@tpsgc-pwgsc.gc.ca	Date 2012/03/13
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) Charron, Annick		Title - Titre SO	Signature <i>Annick Charron</i>
Telephone No. - N° de téléphone 819-956-0815	Facsimile No. - N° de télécopieur 819-934-1449	E-mail address - Adresse courriel annick.charron@tpsgc-pwgsc.gc.ca	Date <i>March 20, 2012</i>
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?			<input type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)		Title - Titre	Signature
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
17. Contracting Security Authority / Autorité contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées)		Title - Titre	Signature <i>Jacques Saumur</i>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date <i>27-MARCH-2012</i>

Jacques Saumur
Contract Security Officer, Contract Security Division
Jacques.Saumur@tpsgc-pwgsc.gc.ca
Tel/Tél - 613-948-1732 / Fax/Téléc - 613-954-4171

**ATTACHMENT 3.1
BID SUBMISSION FORM**

BID SUBMISSION FORM	
Submitted bid proposal is in response to:	<input type="checkbox"/> Work Stream 1 <input type="checkbox"/> Work Stream 2
Bidder's full legal name	
Authorized Representative of Bidder for evaluation purposes (e.g., clarifications)	Name
	Title
	Address
	Telephone #
	Fax #
	Email
Bidder's Procurement Business Number (PBN) [see the Standard Instructions 2003] [Note to Bidders: Please ensure that the PBN you provide matches the legal name under which you have submitted your bid. If it does not, the Bidder will be determined based on the legal name provided, not based on the PBN, and the Bidder will be required to submit the PBN that matches the legal name of the Bidder.]	
Jurisdiction of Contract: Province or territory in Canada the Bidder wishes to be the legal jurisdiction applicable to any resulting contract (if other than as specified in solicitation)	
Bidder's Proposed Site(s) or Premises Requiring Safeguard Measures. See Part 3 for instructions. (Note: Procurement Officers should delete if this requirement was not included in Part 6)	Address of proposed site or premise: _____ City: _____ Province: _____ Postal Code: _____ Country: _____

Former Public Servants See the Article in Part 2 of the bid solicitation entitled Former Public Servant for a definition of "Former Public Servant".	Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation? Yes ____ No ____ If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant"
	Is the Bidder a FPS who received a lump sum payment under the terms of the Work Force Adjustment Directive? Yes ____ No ____ If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant"
Security Clearance Level of Bidder [include both the level and the date it was granted] [Note to Bidders: Please ensure that the security clearance matches the legal name of the Bidder. If it does not, the security clearance is not valid for the Bidder.]	
On behalf of the Bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that: <ol style="list-style-type: none">1. The Bidder considers itself and its proposed resources able to meet all the mandatory requirements described in the bid solicitation;2. This bid is valid for the period requested in the bid solicitation;3. All the information provided in the bid is complete, true and accurate; and4. If the Bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation.	
Signature of Authorized Representative of Bidder	

**ATTACHMENT 3.2
PRICING SCHEDULE - WORK STREAM 1**

In respect of the “Estimated Number of Days” listed below in (C*) the estimated number of days is for evaluation purposes only during the solicitation process and does not represent a commitment of the future usage.

Initial Contract Period:

Date of Contract award to _____					
	(B)	(C)	(D)	(E)	(F)
Resource Category	Level of Expertise	Estimated Number of Days	Firm Per Diem Rate	Total Cost (C x D)	Firm Per Diem Median Rate
A.1 Application/Software Architect	3	240	\$	\$	\$1,070.00
A.2 ERP Functional Analyst	3	480	\$	\$	\$1,090.00
Total Price Initial Contract Period				\$ <TBD>	

Option Periods:

Option Period 1 to					
	(B)	(C)	(D)	(E)	(F)
Resource Category	Level of Expertise	Estimated Number of Days	Firm Per Diem Rate	Total Cost (C x D)	Firm Per Diem Median Rate
A.1 Application/Software Architect	3	240	\$	\$	\$1,070.00
A.2 ERP Functional Analyst	3	480	\$	\$	\$1,090.00
Total Price Option Period 1				\$ <TBD>	

Option Period 2 to					
	(B)	(C)	(D)	(E)	(F)
Resource Category	Level of Expertise	Estimated Number of Days	Firm Per Diem Rate	Total Cost (C x D)	Firm Per Diem Median Rate
A.1 Application/Software Architect	3	240	\$	\$	\$1,070.00
A.2 ERP Functional Analyst	3	480	\$	\$	\$1,090.00
Total Price Option Period 2				\$ <TBD>	

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Buyer ID:
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Option Period 3 to		(B)	(C)	(D)	(E)	(F)
Resource Category	Level of Expertise	Estimated Number of Days	Firm Per Diem Rate	Total Cost (C x D)	Firm Per Diem Median Rate	
A.1 Application/Software Architect	3	240	\$	\$	\$1,070.00	
A.2 ERP Functional Analyst	3	480	\$	\$	\$1,090.00	
Total Price Option Period 3				\$ <TBD>		

Total Bid Price	
(Initial Contract Period + Option Period 1 + Option Period 2 + Option Period 3)	\$ <TBD>

**ATTACHMENT 3.3
PRICING SCHEDULE - WORK STREAM 2**

In respect of the "Estimated Number of Days" listed below in (C*) the estimated number of days is for evaluation purposes only during the solicitation process and does not represent a commitment of the future usage.

Initial Contract Period:

Date of Contract award to _____					
	(B)	(C)	(D)	(E)	(F)
Resource Category	Level of Expertise	Estimated Number of Days	Firm Per Diem Rate	Total Cost (C x D)	Firm Per Diem Median Rate
B.9 Courseware Developer	3	240	\$	\$	\$ 825.00
B.11 IT Instructor	3	240	\$	\$	\$ 850.00
P.1 Change Management Consultant	3	240	\$	\$	\$ 999.49
P.9 Project Manager	3	240	\$	\$	\$1,200.00
Total Price Initial Contract Period				\$ <TBD>	

Option Periods:

Option Period 1 to _____					
	(B)	(C)	(D)	(E)	(F)
Resource Category	Level of Expertise	Estimated Number of Days	Firm Per Diem Rate	Total Cost (C x D)	Firm Per Diem Median Rate
B.9 Courseware Developer	3	240	\$	\$	\$ 825.00
B.11 IT Instructor	3	240	\$	\$	\$ 850.00
P.1 Change Management Consultant	3	240	\$	\$	\$ 999.49
P.9 Project Manager	3	240	\$	\$	\$1,200.00
Total Price Option Period 1				\$ <TBD>	

Solicitation Number:
G9292-175967/A

Amendment Number:

Buyer ID:
110XN

Option Period 2 to					
	(B)	(C)	(D)	(E)	(F)
Resource Category	Level of Expertise	Estimated Number of Days	Firm Per Diem Rate	Total Cost (C x D)	Firm Per Diem Median Rate
B.9 Courseware Developer	3	240	\$	\$	\$ 825.00
B.11 IT Instructor	3	240	\$	\$	\$ 850.00
P.1 Change Management Consultant	3	240	\$	\$	\$ 999.49
P.9 Project Manager	3	240	\$	\$	\$1,200.00
Total Price Option Period 2				\$ <TBD>	

Option Period 3 to					
	(B)	(C)	(D)	(E)	(F)
Resource Category	Level of Expertise	Estimated Number of Days	Firm Per Diem Rate	Total Cost (C x D)	Firm Per Diem Median Rate
B.9 Courseware Developer	3	240	\$	\$	\$ 825.00
B.11 IT Instructor	3	240	\$	\$	\$ 850.00
P.1 Change Management Consultant	3	240	\$	\$	\$ 999.49
P.9 Project Manager	3	240	\$	\$	\$1,200.00
Total Price Option Period 3				\$ <TBD>	

Total Bid Price	
(Initial Contract Period + Option Period 1 + Option Period 2 + Option Period 3)	\$ <TBD>

Solicitation Number:
G9292-175967/A

Amendment Number:

Buyer ID:
110XN

**ATTACHMENT 4.1 - WORK STREAM 1
CORPORATE BID EVALUATION CRITERIA
MANDATORY AND POINT-RATED EVALUATION CRITERIA**

SEE ATTACHED

Solicitation Number:
G9292-175967/A

Amendment Number:

Buyer ID:
110XN

**ATTACHMENT 4.2 - WORK STREAM 1
RESOURCE BID EVALUATION CRITERIA
MANDATORY AND POINT-RATED EVALUATION CRITERIA**

SEE ATTACHED

Solicitation Number:
G9292-175967/A

Amendment Number:

Buyer ID:
110XN

**ATTACHMENT 4.3 - WORK STREAM 2
CORPORATE BID EVALUATION CRITERIA
MANDATORY AND POINT-RATED EVALUATION CRITERIA**

SEE ATTACHED

Solicitation Number:
G9292-175967/A

Amendment Number:

Buyer ID:
110XN

**ATTACHMENT 4.4 - WORK STREAM 2
RESOURCE BID EVALUATION CRITERIA
MANDATORY AND POINT-RATED EVALUATION CRITERIA**

SEE ATTACHED

ATTACHMENT 5.1

FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY - CERTIFICATION

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\) - Labour's](#) website.

Date: _____ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- A1. The Bidder certifies having no work force in Canada.
- A2. The Bidder certifies being a public sector employer.
- A3. The Bidder certifies being a federally regulated employer being subject to the [Employment Equity Act](#).
- A4. The Bidder certifies having a combined work force in Canada of less than 100 employees (combined work force includes: permanent full-time, permanent part-time and temporary employees [temporary employees only includes those who have worked 12 weeks or more during a calendar year and who are not full-time students]).
- A5. The Bidder has a combined workforce in Canada of 100 or more employees; and
 - A5.1 The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour.

OR

- A5.2 The Bidder certifies having submitted the Agreement to Implement Employment Equity (LAB1168) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

- B1. The Bidder is not a Joint Venture.

OR

- B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions).

Solicitation Number:
G9292-175967/A

Amendment Number:

Buyer ID:
110XN

ATTACHMENT 5.2
DECLARATION FORM

SEE ATTACHED



Declaration form for procurement

If you are unable to certify that you or your affiliates have not been convicted of any of the listed offences, this declaration form must be submitted as part of the [bidding process](#).

- Please complete the declaration form and put in a **sealed envelope labeled protected B** to the attention of Integrity, Departmental Oversight Branch, Public Works and Government Services Canada, 11 Laurier Street, Place du Portage, Phase III, Tower A, 10A1 – room 105, Gatineau (Québec) Canada, K1A 0S5
- Include the sealed envelope with your bid submission.
- This form is considered protected B when completed.

Complete legal name of company:	
Company's address:	
Company's procurement business number (PBN):	
Solicitation number:	
Date of the bid: (YY-MM-DD)	

Have you ever, as the bidder, 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 provisions¹:			
	Yes	No	Comments
<i>Financial Administration Act</i> 80(1) (d): False entry, certificate or return 80(2): Fraud against Her Majesty 154.01: Fraud against Her Majesty	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Criminal Code</i> 121: Frauds on the government and contractor subscribing to election fund 124: Selling or purchasing office 380: Fraud – committed against Her Majesty 418: Selling defective stores to Her Majesty	<input type="checkbox"/>	<input type="checkbox"/>	



In the last 3 years, have you, as the bidder, your affiliates or one of your directors, been convicted or pleaded guilty of an offence in Canada or similar offence elsewhere under any of the following provisions:			
	Yes	No	Comments
<i>Criminal Code</i>			
119: Bribery of judicial officers	<input type="checkbox"/>	<input type="checkbox"/>	
120: Bribery of officers			
346: Extortion			
366 to 368: Forgery and other offences resembling forgery			
382: Fraudulent manipulation of stock exchange transactions			
382.1: Prohibited insider trading			
397: Falsification of books and documents			
422: Criminal breach of contract			
426: Secret commissions			
462.31: Laundering proceeds of crime			
467.11 to 467.13: Participation in activities of criminal organization			
<i>Competition Act</i>			
45: Conspiracies, agreements or arrangements between competitors	<input type="checkbox"/>	<input type="checkbox"/>	
46: Foreign directives			
47: Bid rigging			
49: Agreements or arrangements of federal financial institutions			
52: False or misleading representation			
53: Deceptive notice of winning a prize			
<i>Corruption of Foreign Public Officials Act</i>			
3: Bribing a foreign public official	<input type="checkbox"/>	<input type="checkbox"/>	
4: Accounting			
5: Offence committed outside Canada			
<i>Controlled Drugs and Substances Act</i>			
5: Trafficking in substance	<input type="checkbox"/>	<input type="checkbox"/>	
6: Importing and exporting			
7: Production of substance			
<i>Other Acts</i>			
239: False or deceptive statements of the <i>Income Tax Act</i>	<input type="checkbox"/>	<input type="checkbox"/>	
327: False or deceptive statements of the <i>Excise Tax Act</i>			



In the last 3 years, have you, as the bidder, your affiliates or one of your directors, been convicted or pleaded guilty of an offence in Canada or similar offence elsewhere under any of the following provisions¹:

	Yes	No	Comments
Lobbying Act Registration of Lobbyists 5: Consultant Lobbyists 7: In-house Lobbyists (Corporations and Organizations)	<input type="checkbox"/>	<input type="checkbox"/>	

Additional comments

I, (name) _____, (position) _____, of (company name – bidder) _____ authorize Public Works and Government Services Canada (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 of the determination.

I, (name) _____, (position) _____, of (company name – bidder) _____ 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 bid 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.

¹ for which no pardon or equivalent has been received.

ANNEX A – 1 Work Stream 1

STATEMENT OF WORK

ANNEX A

STATEMENT OF WORK

1. INTRODUCTION

ESDC has on-going requirements for Resources in various roles to support the continuous improvement, stabilization and enhancement (Run/Stabilization Phase) of the SAP solution implemented in April 2014. The In Service Support Organization (ISSO) for SAP at ESDC implemented the myEMS (SAP) solution in April 2014. This solution replaced the department's legacy system for finance and material management with the GC endorsed SAP solution. Built on modern technology and processes, the end-state goal is to create a click-call-consult target service model which will deliver an integrated solution to support management of human resources (capital), finance and investment, materiel and asset, data integrity and personnel security, procurement, and information technology (IT), all leveraging the capabilities of new Enterprise Resource Planning (ERP) systems

2. REQUIREMENT

ESDC has on-going requirements for Resources in various roles (see Table A-1 below) to support the continuous improvement, stabilization and enhancement (Run/Stabilization Phase) of the SAP solution implemented April 2014. The detailed requirements for each resource are described in the corresponding Appendix to this Annex. These resources will form part of the SAP Functional Development team to provide applications support and development to the SAP solution.

The Contractor must provide the resources that will be required to work with ESDC employees and other contractor supplied resources, on an "as and when requested" basis as initiated through Task Authorizations (TA). A TA may be issued for any of the following TBIPS resource categories.

Table A-1

TBIPS ID	CATEGORY OF PERSONNEL	LEVEL OF EXPERTISE
A.1	Application/Software Architect	3
A.2	ERP Functional Analyst	3

3. DELIVERABLES

For each TA that is issued against this contract, the Contractor(s) will be required to provide various deliverables and other related documents as specified in the respective TA. The resource must prepare all documentation in accordance with ESDC standards and templates and provide all deliverables by the date(s) specified on project plans. All deliverables are subject to the review and approval of the Project Authority.

4. LOCATION OF WORK

It is anticipated that the majority of the Work associated with each TA will be carried out on-site at ESDC facilities in the National Capital Region (NCR).

5. LANGUAGE

It is anticipated that the majority of the work associated with each TA will be carried out in English. However, there may be a requirement from time-to-time for work to be conducted in French. The language requirements will be specified within each TA.

APPENDIX A TO ANNEX A
RESOURCE STATEMENTS OF WORK

ANNEX A – 1 Work Stream 1

STATEMENT OF WORK.....	1
1. A.1 Application/Software Architect – SAP Application Architect (Level 3).....	4
2. A.2 ERP Functional Analyst - SAP Functional Analyst (Level 3) Generalist.....	8
3. A.2 ERP Functional Analyst - SAP Functional Analyst (Level 3) Travel Management (TM)	12
4. A.2 ERP Functional Analyst - SAP Functional Analyst (Level 3) Salary Management (SFT).....	16

1. A.1 Application/Software Architect – SAP Application Architect (Level 3)

1.1 Tasks:

The Application/Software Architect – SAP Application Architect (Level 3) may be required, without limitation, to perform any combination of the following tasks during the Run and stabilization phases:

- 1.1.1. Develop functional and technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements;
- 1.1.2. Identify the policies and requirements that drive out a particular solution;
- 1.1.3. Analyze and evaluate alternative technology solutions to meet business problems;
- 1.1.4. Ensures the integration of all aspects of technology solutions;
- 1.1.5. Monitor industry trends to ensure that solutions fit with government and industry directions for technology;
- 1.1.6. Analyze functional requirements to identify information, procedures and decision flows;
- 1.1.7. Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary;
- 1.1.8. Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems;
- 1.1.9. Define input/output sources, including detailed plan for technical design phase, and obtain approval of the system proposal;
- 1.1.10. Identify and document system specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions, etc.;
- 1.1.11. Provide timely and complete knowledge transfer to ESDC's ISSO-SAP staff through individual and group training, shadowing, demonstrations and written instructions;
- 1.1.12. Review business process mapping and solution documentation for all SAP business scenarios;
- 1.1.13. Support ESDC's myEMS (SAP) solution including incident management, problem resolution and user support;
- 1.1.14. Provide oversight on change management and release and deployment processes and guidelines;
- 1.1.15. Provide guidance with regards to release planning and prioritization of activities to ensure continuous improvement of the myEMS (SAP) solution;
- 1.1.16. Support ESDC's in-service support strategy and approach for maturing the SAP operational model;
- 1.1.17. Lead problem escalation and resolution, working with SAP AG and other software/hardware vendors to resolve problems;
- 1.1.18. Design solutions with best architecture practices;
- 1.1.19. Provide a solid understanding of SAP product offering and it's interoperability with other components as well as high level understanding of interface technology;

- 1.1.20. Support software installations, upgrades and maintenance of SAP and associated technologies;
- 1.1.21. Apply knowledge of SAP Basis technology and products including Oracle Server RDBMS, and UNIX/Windows Server operating system skill to support SAP and associated technology infrastructure, landscape environments and interface systems;
- 1.1.22. Coordinate all infrastructure change management efforts utilizing change management tools and processes;
- 1.1.23. Lead architecture integration between SAP and Oracle People Soft and other legacy systems and tools;
- 1.1.24. Lead the design of the SAP Solution architecture;
- 1.1.25. Assist in architecting the technical landscape of the SAP solution; and
- 1.1.26. Advise and support the Solution Manager, Project Manager and Technical Manager and provide technical guidance to the Technical team.

1.2 Technologies / Technical Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following technologies and technical areas:

- 1.2.1. Large scale SAP Production system (500+ concurrent users);
- 1.2.2. SAP Solution Manager (SolMan);
- 1.2.3. SAP Enterprise Central Component (ECC) 6.0;
- 1.2.4. SAP Business Intelligence (BI);
- 1.2.5. SAP Enterprise Portal (EP);
- 1.2.6. SAP NetWeaver (NW);
- 1.2.7. SAP Governance Risk Compliance (GRC);
- 1.2.8. SAP Process Orchestration (PO);
- 1.2.9. SAP Service Oriented Architecture (SOA);
- 1.2.10. OpenText Invoice Capture Center (ICC);
- 1.2.11. HP Application Lifecycle Management (ALM); and
- 1.2.12. Departmental Service Bus (DSB).

1.3 Functional Modules / Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following functional modules or functional expertise:

- 1.3.1. SAP Accounts Payable (FI-AP);
- 1.3.2. SAP Accounts Receivable (FI-AR);
- 1.3.3. SAP Asset Accounting (FI-AA);
- 1.3.4. SAP General Ledger (FI-GL);
- 1.3.5. SAP Special Purpose Leger (FI-SPL);

- 1.3.6. SAP Controlling (FI-CO);
- 1.3.7. SAP Project Systems (PS);
- 1.3.8. SAP Materiel Management (MM);
- 1.3.9. SAP Plant Maintenance (PM);
- 1.3.10. SAP Enterprise Asset Management (EAM);
- 1.3.11. SAP Funds Management (FM);
- 1.3.12. SAP Travel Management (TM);
- 1.3.13. SAP Roles & Authorizations (R&A);
- 1.3.14. SAP Business Intelligence (BI);
- 1.3.15. SAP Cross Application Time Sheets (CATS);
- 1.3.16. SAP Governance, Risk & Compliance (GRC);
- 1.3.17. SAP Salary Forecasting Tool (SFT);
- 1.3.18. SAP Business Planning & Consolidation (BPC);
- 1.3.19. SAP Business Warehouse (BW);
- 1.3.20. SAP Business Objects (BO);
- 1.3.21. SAP Investment Management (IM);
- 1.3.22. SAP Sales & Distribution (SD);
- 1.3.23. SAP Public Sector Collections & Disbursements (PSCD);
- 1.3.24. SAP CRM;
- 1.3.25. SAP Portfolio and Project Management;
- 1.3.26. SAP Flexible Real Estate Management (RE-FX);
- 1.3.27. SAP Identity Management (IDM);
- 1.3.28. SAP Vendor Invoice Management (VIM);
- 1.3.29. SAP Test Acceleration and Optimization (TAO);
- 1.3.30. SAP HP Application Lifecycle Management (ALM);
- 1.3.31. SAP Testing Tools;
- 1.3.32. SAP Accelerated SAP (ASAP);
- 1.3.33. SAP Master Data Governance (MDG);
- 1.3.34. SAP Business Rules Framework (BRF+);
- 1.3.35. SAP Business Workflow;
- 1.3.36. SAP Public Sector Industry Solution;
- 1.3.37. SAP Human Resources (HR); and
- 1.3.38. SAP Human Capital Management (HCM).

1.4 Certifications:

This Resource may be required, without limitation, to hold any combination of the following certifications:

- 1.4.1. Certification in any of the SAP functional modules listed in section 1.3.

1.5 Deliverables:

The Resource must provide, at a minimum, the following deliverables. All deliverables are subject to the review and acceptance of the Technical Authority.

- 1.5.1. ESDC SAP Solution Architecture document;
- 1.5.2. Integration Architecture and design document;
- 1.5.3. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;
- 1.5.4. Status update presentations in electronic format such as Microsoft Word; and
- 1.5.5. Any other project deliverables related to the tasks identified in Section 1.1 above, on an “as and when requested” basis as specified by the Technical Authority.

2. A.2 ERP Functional Analyst - SAP Functional Analyst (Level 3) Generalist

2.1 Tasks:

The ERP Functional Analyst - SAP Functional Analyst (Level 3) Generalist may be required, without limitation, to perform any combination of the following tasks during the Run and Stabilization phases:

- 2.1.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to the SAP application area;
- 2.1.2. Provide guidance and advice on the best application of the Government of Canada's Directives, Policies, Guidelines and Practices for specific SAP application areas to ensure compliance, efficient and effective use of the myEMS (SAP) solution;
- 2.1.3. Provide guidance and advice on SAP best practices for specific SAP application areas and integration of these process with other SAP modules in particular integration with SAP Funds Management;
- 2.1.4. Provide guidance and advice on SAP best practices for specific SAP application areas and integration of these process with other SAP modules in particular integration with SAP Workflow with Business Rules Framework Plus (BRF+) and ESDC's Financial Delegation Matrix;
- 2.1.5. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of specific SAP application areas and integration with the myEMS (SAP) solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC integration issues with all software components, in particular, Enterprise Portal and Workflows;
- 2.1.6. Provide guidance and advice on SAP best practices as they relate to data requirements and modelling when enhancing existing or developing new reports in SAP;
- 2.1.7. Identify, document roles, authorizations and security requirements;
- 2.1.8. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;
- 2.1.9. Lead the SAP functional development team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW);
- 2.1.10. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM;
- 2.1.11. Provide timely and complete knowledge transfer to ESDC's ISSO-SAP staff through individual and group training, shadowing, demonstrations including completeness of documentation; and
- 2.1.12. Assist in developing and presenting various project status updates as well as project deliverables.

2.2 Technologies / Technical Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following technologies and technical areas:

- 2.2.1. Large scale SAP Production system (500+ concurrent users);
- 2.2.2. SAP Solution Manager (SolMan);
- 2.2.3. SAP Enterprise Central Component (ECC) 6.0;
- 2.2.4. SAP Business Intelligence (BI);
- 2.2.5. SAP Enterprise Portal (EP);
- 2.2.6. SAP Process Orchestration (PO);
- 2.2.7. SAP Service Oriented Architecture (SOA);
- 2.2.8. HP Application Lifecycle Management (ALM); and
- 2.2.9. ANCILE uPerform.

2.3 Functional Modules / Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following functional modules or functional expertise:

- 2.3.1. SAP Accounts Payable (FI-AP);
- 2.3.2. SAP Accounts Receivable (FI-AR);
- 2.3.3. SAP Asset Accounting (FI-AA);
- 2.3.4. SAP General Ledger (FI-GL);
- 2.3.5. SAP Special Purpose Leger (FI-SPL);
- 2.3.6. SAP Controlling (FI-CO);
- 2.3.7. SAP Project Systems (PS);
- 2.3.8. SAP Materiel Management (MM);
- 2.3.9. SAP Plant Maintenance (PM);
- 2.3.10. SAP Enterprise Asset Management (EAM);
- 2.3.11. SAP Funds Management (FM);
- 2.3.12. SAP Travel Management (TM);
- 2.3.13. SAP Roles & Authorizations (R&A);
- 2.3.14. SAP Business Intelligence (BI);
- 2.3.15. SAP Cross Application Time Sheets (CATS);
- 2.3.16. SAP Governance, Risk & Compliance (GRC);
- 2.3.17. SAP Salary Forecasting Tool (SFT);
- 2.3.18. SAP Business Planning & Consolidation (BPC);
- 2.3.19. SAP Business Warehouse (BW);

- 2.3.20. SAP Business Objects (BO);
- 2.3.21. SAP Investment Management (IM);
- 2.3.22. SAP Sales & Distribution (SD);
- 2.3.23. SAP Public Sector Collections & Disbursements (PSCD);
- 2.3.24. SAP CRM;
- 2.3.25. SAP Portfolio and Project Management;
- 2.3.26. SAP Flexible Real Estate Management (RE-FX);
- 2.3.27. SAP Identity Management (IDM);
- 2.3.28. SAP Vendor Invoice Management (VIM);
- 2.3.29. SAP Test Acceleration and Optimization (TAO);
- 2.3.30. SAP HP Application Lifecycle Management (ALM);
- 2.3.31. SAP Testing Tools;
- 2.3.32. SAP Accelerated SAP (ASAP);
- 2.3.33. SAP Master Data Governance (MDG);
- 2.3.34. SAP Business Rules Framework (BRF+);
- 2.3.35. SAP Business Workflow;
- 2.3.36. SAP Public Sector Industry Solution;
- 2.3.37. SAP Human Resources (HR); and,
- 2.3.38. SAP Human Capital Management (HCM).

2.4 Certifications:

This Resource may be required, without limitation, to hold any combination of the following certifications:

- 2.4.1. Certification in any of the SAP functional modules listed in section 2.3.

2.5 Deliverables:

The Resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.

- 2.5.1. Business requirement documents;
- 2.5.2. Functional design documents;
- 2.5.3. Detailed configuration documents;
- 2.5.4. Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation;
- 2.5.5. Problem Analysis Reports;
- 2.5.6. Recommendations Reports;
- 2.5.7. Presentation and training material and execution;

- 2.5.8. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;
- 2.5.9. Status update presentations in electronic format such as Microsoft Word; and
- 2.5.10. Any other project deliverables related to the tasks identified in Section 2.1 above, on an “as and when requested” basis as specified by the Technical Authority.

3. A.2 ERP Functional Analyst - SAP Functional Analyst (Level 3) - Travel Management (TM)

3.1 Tasks:

The ERP Functional Analyst - SAP Functional Analyst (Level 3) Travel Management (TM) may be required, without limitation, to perform any combination of the following tasks during the Run and Stabilization phases:

- 3.1.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP TM;
- 3.1.2. Provide guidance and advice on the best application of the Government of Canada's Travel and Hospitality Conference and Event Expenditure Policy (THCEE), Guidelines and Practices within the SAP TM solution to ensure compliance and efficient and effective it's use within the myEMS (SAP) solution;
- 3.1.3. Provide guidance and advice on SAP best practices as they relate to the SAP TM processes and integration of these process with other SAP modules in particular integration with SAP Vendor Invoice Management by OpenText;
- 3.1.4. Provide guidance and advice on SAP best practices as they relate to the SAP TM processes and integration of these process with other SAP modules in particular integration with SAP Funds Management;
- 3.1.5. Provide guidance and advice on SAP best practices as they relate to the SAP TM processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows with Business Rules Framework plus (BRF+) and ESDC's Financial delegation matrix;
- 3.1.6. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the TM integration with the myEMS (SAP) solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC TM integration issues with all software components, in particular VIM, Enterprise Portal and Workflows;
- 3.1.7. Provide guidance and advice on SAP best practices as they relate to data requirements and modelling when enhancing existing or developing new reports in SAP;
- 3.1.8. Identify, document roles, authorizations and security requirements;
- 3.1.9. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;
- 3.1.10. Lead the SAP TM team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW);
- 3.1.11. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM;

- 3.1.12. Provide timely and complete knowledge transfer to ESDC's ISSO-SAP staff through individual and group training, shadowing, demonstrations including completeness of documentation; and
- 3.1.13. Assist in developing and presenting various project status updates as well as project deliverables.

3.2 Technologies / Technical Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following technologies and technical areas:

- 3.2.1. Large scale SAP Production system (500+ concurrent users);
- 3.2.2. SAP Solution Manager (SolMan);
- 3.2.3. SAP Enterprise Central Component (ECC) 6.0;
- 3.2.4. SAP Business Intelligence (BI);
- 3.2.5. SAP Enterprise Portal (EP);
- 3.2.6. SAP Process Orchestration (PO);
- 3.2.7. HP Application Lifecycle Management (ALM); and
- 3.2.8. ANCILE uPerform.

3.3 Functional Modules / Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following functional modules or functional expertise:

- 3.3.1. SAP Accounts Payable (FI-AP);
- 3.3.2. SAP Accounts Receivable (FI-AR);
- 3.3.3. SAP Asset Accounting (FI-AA);
- 3.3.4. SAP General Ledger (FI-GL);
- 3.3.5. SAP Special Purpose Leger (FI-SPL);
- 3.3.6. SAP Controlling (FI-CO);
- 3.3.7. SAP Project Systems (PS);
- 3.3.8. SAP Materiel Management (MM);
- 3.3.9. SAP Plant Maintenance (PM);
- 3.3.10. SAP Enterprise Asset Management (EAM);
- 3.3.11. SAP Funds Management (FM);
- 3.3.12. SAP Travel Management (TM);
- 3.3.13. SAP Roles & Authorizations (R&A);
- 3.3.14. SAP Business Intelligence (BI);
- 3.3.15. SAP Cross Application Time Sheets (CATS);

- 3.3.16. SAP Governance, Risk & Compliance (GRC);
- 3.3.17. SAP Salary Forecasting Tool (SFT);
- 3.3.18. SAP Business Planning & Consolidation (BPC);
- 3.3.19. SAP Business Warehouse (BW);
- 3.3.20. SAP Business Objects (BO);
- 3.3.21. SAP Investment Management (IM);
- 3.3.22. SAP Sales & Distribution (SD);
- 3.3.23. SAP Public Sector Collections & Disbursements (PSCD);
- 3.3.24. SAP CRM;
- 3.3.25. SAP Portfolio and Project Management;
- 3.3.26. SAP Flexible Real Estate Management (RE-FX);
- 3.3.27. SAP Identity Management (IDM);
- 3.3.28. SAP Vendor Invoice Management (VIM);
- 3.3.29. SAP Test Acceleration and Optimization (TAO);
- 3.3.30. SAP HP Application Lifecycle Management (ALM);
- 3.3.31. SAP Testing Tools;
- 3.3.32. SAP Accelerated SAP (ASAP);
- 3.3.33. SAP Master Data Governance (MDG);
- 3.3.34. SAP Business Rules Framework (BRF+);
- 3.3.35. SAP Business Workflow;
- 3.3.36. SAP Public Sector Industry Solution;
- 3.3.37. SAP Human Resources (HR); and,
- 3.3.38. SAP Human Capital Management (HCM).

3.4 Certifications:

This Resource may be required, without limitation, to hold any combination of the following certifications:

- 3.4.1. Certification in any of the SAP functional modules listed in section 3.3.

3.5 Deliverables:

The Resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and approval of the Technical Authority.

- 3.5.1. Business requirement documents;
- 3.5.2. Functional design documents;
- 3.5.3. Detailed configuration documents;
- 3.5.4. Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation;

- 3.5.5. Problem Analysis Reports;
- 3.5.6. Recommendations Reports;
- 3.5.7. Presentation and training material and execution;
- 3.5.8. Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;
- 3.5.9. Status update presentations in electronic format such as Microsoft Word; and,
- 3.5.10. Any other project deliverables related to the tasks identified in Section 3.1 above, on an “as and when requested” basis as specified by the Technical Authority.

4. A.2 ERP Functional Analyst - SAP Functional Analyst (Level 3) Salary Management (SFT)

4.1 Tasks:

The ERP Functional Analyst - SAP Functional Analyst (Level 3) Salary Management (SFT) may be required, without limitation, to perform any combination of the following tasks during the Run and Stabilization phases:

- 4.1.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP SFT;
- 4.1.2. Provide guidance and advice on SAP best practices as they relate to the SAP SFT processes and integration of these process with other SAP modules in particular integration with SAP Funds Management;
- 4.1.3. Provide guidance and advice on SAP best practices as they relate to the SAP SFT processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows with Business Rules Framework plus (BRF+) and ESDC's Financial delegation matrix;
- 4.1.4. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the SFT integration with the myEMS (SAP) solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC SFT integration issues with all software components, in particular HR mini master, Enterprise Portal and Workflows;
- 4.1.5. Identify, document roles, authorizations and security requirements;
- 4.1.6. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;
- 4.1.7. Lead the SAP SFT team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW);
- 4.1.8. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM;
- 4.1.9. Provide timely and complete knowledge transfer to ESDC's ISSO-SAP staff through individual and group training, shadowing, demonstrations including completeness of documentation; and
- 4.1.10. Assist in developing and presenting various project status updates as well as project deliverables.

4.2 Technologies / Technical Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following technologies and technical areas:

- 4.2.1. Large scale SAP Production system (500+ concurrent users);
- 4.2.2. SAP Solution Manager (SolMan);
- 4.2.3. SAP Enterprise Central Component (ECC) 6.0;
- 4.2.4. SAP Business Intelligence (BI);
- 4.2.5. SAP Enterprise Portal (EP);
- 4.2.6. SAP Process Orchestration (PO);
- 4.2.7. HP Application Lifecycle Management (ALM); and
- 4.2.8. ANCILE uPerform.

4.3 Functional Modules / Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following functional modules or functional expertise:

- 4.3.1. SAP Accounts Payable (FI-AP);
- 4.3.2. SAP Accounts Receivable (FI-AR);
- 4.3.3. SAP Asset Accounting (FI-AA);
- 4.3.4. SAP General Ledger (FI-GL);
- 4.3.5. SAP Special Purpose Leger (FI-SPL);
- 4.3.6. SAP Controlling (FI-CO);
- 4.3.7. SAP Project Systems (PS);
- 4.3.8. SAP Materiel Management (MM);
- 4.3.9. SAP Plant Maintenance (PM);
- 4.3.10. SAP Enterprise Asset Management (EAM);
- 4.3.11. SAP Funds Management (FM);
- 4.3.12. SAP Travel Management (TM);
- 4.3.13. SAP Roles & Authorizations (R&A);
- 4.3.14. SAP Business Intelligence (BI);
- 4.3.15. SAP Cross Application Time Sheets (CATS);
- 4.3.16. SAP Governance, Risk & Compliance (GRC);
- 4.3.17. SAP Salary Forecasting Tool (SFT);
- 4.3.18. SAP Business Planning & Consolidation (BPC);
- 4.3.19. SAP Business Warehouse (BW);
- 4.3.20. SAP Business Objects (BO);
- 4.3.21. SAP Investment Management (IM);
- 4.3.22. SAP Sales & Distribution (SD);

- 4.3.23. SAP Public Sector Collections & Disbursements (PSCD);
- 4.3.24. SAP CRM;
- 4.3.25. SAP Portfolio and Project Management;
- 4.3.26. SAP Flexible Real Estate Management (RE-FX);
- 4.3.27. SAP Identity Management (IDM);
- 4.3.28. SAP Vendor Invoice Management (VIM);
- 4.3.29. SAP Test Acceleration and Optimization (TAO);
- 4.3.30. SAP HP Application Lifecycle Management (ALM);
- 4.3.31. SAP Testing Tools;
- 4.3.32. SAP Accelerated SAP (ASAP);
- 4.3.33. SAP Master Data Governance (MDG);
- 4.3.34. SAP Business Rules Framework (BRF+);
- 4.3.35. SAP Business Workflow;
- 4.3.36. SAP Public Sector Industry Solution;
- 4.3.37. SAP Human Resources (HR); and,
- 4.3.38. SAP Human Capital Management (HCM).

4.4 Certifications:

This Resource may be required, without limitation, to hold any combination of the following certifications:

- 4.4.1. Certification in any of the SAP functional modules listed in section 4.3.

4.5 Deliverables:

The Resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.

- 4.5.1. Business requirement documents;
- 4.5.2. Functional design documents;
- 4.5.3. Detailed configuration documents;
- 4.5.4. Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation;
- 4.5.5. Problem Analysis Reports;
- 4.5.6. Recommendations Reports;
- 4.5.7. Presentation and training material and execution;
- 4.5.8. Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;
- 4.5.9. Status update presentations in electronic format such as Microsoft Word; and,
- 4.5.10. Any other project deliverables related to the tasks identified in Section 4.1 above, on an “as and when requested” basis as specified by the Technical Authority.

ANNEX A – 2 Work Stream 2

STATEMENT OF WORK

**ANNEX A
STATEMENT OF WORK**

1. INTRODUCTION

ESDC has on-going requirements for Resources in various roles to support the continuous improvement, stabilization and enhancement (Run/Stabilization Phase) of the SAP solution implemented in April 2014. The In Service Support Organization (ISSO) for SAP at ESDC implemented the myEMS (SAP) solution in April 2014. This solution replaced the department's legacy system for finance and material management with the GC endorsed SAP solution. Built on modern technology and processes, the end-state goal is to create a click-call-consult target service model which will deliver an integrated solution to support management of human resources (capital), finance and investment, materiel and asset, data integrity and personnel security, procurement, and information technology (IT), all leveraging the capabilities of new Enterprise Resource Planning (ERP) systems

2. REQUIREMENT

ESDC has on-going requirements for Resources in various roles (see Table A-2 below) to support the continuous improvement, stabilization and enhancement (Run/Stabilization Phase) of the SAP solution implemented April 2014. The detailed requirements for each resource are described in the corresponding Appendix to this Annex. These resources will form part of the SAP Functional Development team to provide support to solution delivery in the form of training, documentation and Release/Project Management.

The Contractor must provide the resources that will be required to work with ESDC employees and other contractor supplied resources, on an "as and when requested" basis as initiated through Task Authorizations (TA). A TA may be issued for any of the following TBIPS resource categories.

Table A-2

TBIPS ID	CATEGORY OF PERSONNEL	LEVEL OF EXPERTISE
Business Service Class		
B.9	Courseware Developer	3
B.11	IT Instructor	3
Project Management Services Class		
P.1	Change Management Consultant	3
P.9	Project Manager	3

3. DELIVERABLES

For each TA that is issued against this contract, the Contractor(s) will be required to provide various deliverables and other related documents as specified in the respective TA. The resource must prepare all documentation in accordance with ESDC standards and templates and provide all deliverables by the date(s) specified on project plans. All deliverables are subject to the review and approval of the Project Authority.

4. LOCATION OF WORK

It is anticipated that the majority of the Work associated with each TA will be carried out on-site at ESDC facilities in the National Capital Region (NCR).

5. LANGUAGE

It is anticipated that the majority of the work associated with each TA will be carried out in English. However, there may be a requirement from time-to-time for work to be conducted in French. The language requirements will be specified within each TA.

APPENDIX A TO ANNEX A
RESOURCE STATEMENTS OF WORK

ANNEX A – 2 Work Stream 2

STATEMENT OF WORK.....	1
1. B.9 Courseware Developer - SAP Expert - Training, Documentation and Delivery (Level 3)	4
2. B.11 IT Instructor (Level 3)	7
3. P.1 Change Management Consultant - SAP Change Management Expert (Level 3)	10
4. P.9 Project Manager – SAP Project Manager (Level 3).....	13

1. B.9 Courseware Developer - SAP Expert - Training, Documentation and Delivery (Level 3)

1.1 Tasks:

The Courseware Developer - SAP Expert - Training, Documentation and Delivery (Level 3) may be required, without limitation, to perform any combination of the following tasks during the Run and Stabilization phases:

- 1.1.1. Perform needs assessment/analysis for training purposes;
- 1.1.2. Plan and monitor training projects;
- 1.1.3. Perform job, task, and/or content analysis;
- 1.1.4. Write criterion-referenced, performance-based objectives;
- 1.1.5. Recommend instructional media and strategies;
- 1.1.6. Develop performance measurement standards;
- 1.1.7. Write business process procedure documentation;
- 1.1.8. Develop training materials;
- 1.1.9. Prepare end-users for implementation of courseware materials;
- 1.1.10. Communicate effectively by visual, oral, and written form with individuals, small group, and in front of large audiences in classroom and using distance learning tools;
- 1.1.11. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;
- 1.1.12. Provide timely and complete knowledge transfer to ESDC's project team staff through individual and group training, shadowing, demonstrations and written instructions; and
- 1.1.13. Assist in developing and presenting various project status updates as well as project deliverables.

1.2 Technologies / Technical Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following technologies and technical areas:

- 1.2.1. SAP version ECC 6.0;
- 1.2.2. SAP Tutor;
- 1.2.3. SAP Testing Tools;
- 1.2.4. ANCILE uPerform; and,
- 1.2.5. Microsoft Office (Word, Excel, PowerPoint, Visio).

1.3 Functional Modules / Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following functional modules or functional expertise:

- 1.3.1. SAP Accounts Payable (FI-AP);
- 1.3.2. SAP Accounts Receivable (FI-AR);
- 1.3.3. SAP Asset Accounting (FI-AA);

- 1.3.4. SAP General Ledger (FI-GL);
- 1.3.5. SAP Special Purpose Leger (FI-SPL);
- 1.3.6. SAP Controlling (FI-CO);
- 1.3.7. SAP Project Systems (PS);
- 1.3.8. SAP Materiel Management (MM);
- 1.3.9. SAP Plant Maintenance (PM);
- 1.3.10. SAP Enterprise Asset Management (EAM);
- 1.3.11. SAP Funds Management (FM);
- 1.3.12. SAP Travel Management (TM);
- 1.3.13. SAP Roles & Authorizations (R&A);
- 1.3.14. SAP Business Intelligence (BI);
- 1.3.15. SAP Cross Application Time Sheets (CATS);
- 1.3.16. SAP Governance, Risk & Compliance (GRC);
- 1.3.17. SAP Salary Forecasting Tool (SFT);
- 1.3.18. SAP Business Planning & Consolidation (BPC);
- 1.3.19. SAP Business Warehouse (BW);
- 1.3.20. SAP Business Objects (BO);
- 1.3.21. SAP Investment Management (IM);
- 1.3.22. SAP Sales & Distribution (SD);
- 1.3.23. SAP Public Sector Collections & Disbursements (PSCD);
- 1.3.24. SAP CRM;
- 1.3.25. SAP Portfolio and Project Management;
- 1.3.26. SAP Flexible Real Estate Management (RE-FX);
- 1.3.27. SAP Identity Management (IDM);
- 1.3.28. SAP Vendor Invoice Management (VIM);
- 1.3.29. SAP Test Acceleration and Optimization (TAO);
- 1.3.30. SAP HP Application Lifecycle Management (ALM);
- 1.3.31. SAP Testing Tools;
- 1.3.32. SAP Accelerated SAP (ASAP);
- 1.3.33. SAP Master Data Governance (MDG);
- 1.3.34. SAP Business Rules Framework (BRF+);
- 1.3.35. SAP Business Workflow;
- 1.3.36. SAP Public Sector Industry Solution;
- 1.3.37. SAP Human Resources (HR); and,
- 1.3.38. SAP Human Capital Management (HCM).

1.4 Certifications:

This Resource may be required, without limitation, to hold any combination of the following certifications:

- 1.4.1. Certification in any of the SAP functional modules listed in section 1.3; and,
- 1.4.2. Certification in Adult Learning.

1.5 Deliverables:

The Resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.

- 1.5.1. Business process procedure documentation;
- 1.5.2. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;
- 1.5.3. Status update presentations in electronic format such as Microsoft Word; and,
- 1.5.4. Any other project deliverables related to the tasks identified in Section 1.1 above, on an “as and when requested” basis as specified by the Technical Authority.

2. B.11 IT Instructor (Level 3)

2.1 Tasks:

The resources will be required, without limitation, to provide leadership and support in the following learning and training activities:

- 2.1.1. Provide targeted – training – to ensure users retain knowledge;
- 2.1.2. Deliver end-user training;
- 2.1.3. Train ESDC employees (various audience profiles) on exactly what they need to know in order to be able to carry out their jobs in the new environment by matching the required learning to each job role;
- 2.1.4. Participate in the design of a blended learning approach that addresses learner’s varying needs and budget constraints;
- 2.1.5. Use of ANCILE uPerform for the creation of training material to ensure consistency; and
- 2.1.6. Establish a foundation for continuous skills development and improvement, including the implementation of a performance support tool and materials.

2.2 Technologies / Technical Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following technologies and technical areas:

- 2.2.1. SAP Testing Tools;
- 2.2.2. ANCILE uPerform; and,
- 2.2.3. Microsoft Office (Word, Excel, PowerPoint, Visio).

2.3 Functional Modules / Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following functional modules or functional expertise:

- 2.3.1. SAP Accounts Payable (FI-AP);
- 2.3.2. SAP Accounts Receivable (FI-AR);
- 2.3.3. SAP Asset Accounting (FI-AA);
- 2.3.4. SAP General Ledger (FI-GL);
- 2.3.5. SAP Special Purpose Leger (FI-SPL);
- 2.3.6. SAP Controlling (FI-CO);
- 2.3.7. SAP Project Systems (PS);
- 2.3.8. SAP Materiel Management (MM);
- 2.3.9. SAP Plant Maintenance (PM);
- 2.3.10. SAP Enterprise Asset Management (EAM);
- 2.3.11. SAP Funds Management (FM);
- 2.3.12. SAP Travel Management (TM);

- 2.3.13. SAP Roles & Authorizations (R&A);
- 2.3.14. SAP Business Intelligence (BI);
- 2.3.15. SAP Cross Application Time Sheets (CATS);
- 2.3.16. SAP Governance, Risk & Compliance (GRC);
- 2.3.17. SAP Salary Forecasting Tool (SFT);
- 2.3.18. SAP Business Planning & Consolidation (BPC);
- 2.3.19. SAP Business Warehouse (BW);
- 2.3.20. SAP Business Objects (BO);
- 2.3.21. SAP Investment Management (IM);
- 2.3.22. SAP Sales & Distribution (SD);
- 2.3.23. SAP Public Sector Collections & Disbursements (PSCD);
- 2.3.24. SAP CRM;
- 2.3.25. SAP Portfolio and Project Management;
- 2.3.26. SAP Flexible Real Estate Management (RE-FX);
- 2.3.27. SAP Identity Management (IDM);
- 2.3.28. SAP Vendor Invoice Management (VIM);
- 2.3.29. SAP Test Acceleration and Optimization (TAO);
- 2.3.30. SAP HP Application Lifecycle Management (ALM);
- 2.3.31. SAP Testing Tools;
- 2.3.32. SAP Accelerated SAP (ASAP);
- 2.3.33. SAP Master Data Governance (MDG);
- 2.3.34. SAP Business Rules Framework (BRF+);
- 2.3.35. SAP Business Workflow;
- 2.3.36. SAP Public Sector Industry Solution;
- 2.3.37. SAP Human Resources (HR); and,
- 2.3.38. SAP Human Capital Management (HCM).

2.4 Certifications:

This Resource may be required, without limitation, to hold any combination of the following certifications:

- 2.4.1. Certification in any of the SAP functional modules listed in section 2.3; and,
- 2.4.2. Certification in Adult Learning.

2.5 DELIVERABLES

Resources will be required, without limitation, to execute the following tasks and deliverables. All deliverables are subject to the review and acceptance of the Project Authority.

- 2.5.1. Provide guidance and support, as required, to courseware developers in performing needs assessment/analysis for training purposes;
- 2.5.2. Support the creation of learning criterion-referenced, performance-based objectives and standards;
- 2.5.3. Recommend instructional media and strategies to senior management and the myEMS (SAP) user community at large;
- 2.5.4. Lead the development, administration (publication) and improvement of SAP Productivity Pak (SPP) (also known as uPerform) for the management of all end user documentation and training material;
- 2.5.5. Prepare trainers and learners for implementation of courseware materials;
- 2.5.6. Conduct Instructor led training classes (face-to-face and virtual);
- 2.5.7. Communicate effectively by visual, oral, and written form with individuals, small group, and in front of large audiences in classroom and using distance learning tools;
- 2.5.8. Support the development of a long term learning evaluation strategy to gather results, issues and performance indicators;
- 2.5.9. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;
- 2.5.10. Status Reporting - The Resource shall submit status reports in MS-Word or MS-Excel format on a bi-weekly basis, including one electronic copy of the deliverables to the Technical Authority;
- 2.5.11. Delivery - The Resource will be required to assist in developing and presenting various status updates as well as any other project deliverables as specified by the Project Authority; and
- 2.5.12. Knowledge Transfer - The Resource must transfer training knowledge to the myEMS (SAP) team members and/or client staff through individual and group training and demonstrations and written instructions and documents one month prior to the contract end date.

2.6 LOCATION OF WORK-TRAVEL REQUIREMENTS

It is anticipated that the majority of the Work will be carried out on-site at ESDC facilities in the National Capital Region (NCR).

2.7 LANGUAGE

The language requirement is bilingual (French and English).

3. P.1 Change Management Consultant - SAP Change Management Expert (Level 3)

3.1 Tasks:

The Change Management Consultant - SAP Change Management Expert (Level 3) may be required, without limitation, to perform any combination of the following tasks during the Run and Stabilization phases.

- 3.1.1. Ensures that the change request management process is followed and that only authorized changes are implemented;
- 3.1.2. Ensures changes conform to process standards and principles;
- 3.1.3. Coordinates the collection and presentation of RfCs to CRB and CAB;
- 3.1.4. Receives and validates initial priorities to RfCs, updates change status, closes RfCs;
- 3.1.5. Return RfCs that do not meet the defined requirements;
- 3.1.6. Refers Requests for Change to Service Providers for impact analysis and to help identify areas of possible impact;
- 3.1.7. Monitors on-going progress of changes through their lifecycle;
- 3.1.8. Tables and circulates all RfCs, Agendas and other pertinent material for CRB and CAB meetings;
- 3.1.9. Approves RfCs on behalf of the CAB (within tool);
- 3.1.10. Support Post Implementation Review (PIR) activities for all changes;
- 3.1.11. Participates in other process initiatives and process reviews;
- 3.1.12. Manages the urgent category changes and escalation process;
- 3.1.13. Analyzes change records to detect any trends or problems and proposes actions to rectify apparent weak areas in the change request management process and supporting technologies;
- 3.1.14. Communicates and tracks the status of changes to Change Requestors and key stakeholders;
- 3.1.15. Documents results of production change request management;
- 3.1.16. Reviews effectiveness and efficiency of the change request management process and identifies opportunities for process improvement;
- 3.1.17. Defines and develops change request management process metrics and reporting requirements;
- 3.1.18. Ensures change request management process, sub-processes and tools integrate with other processes (e.g. Release & Deployment Management); and
- 3.1.19. Support the Change Process Owner and Management for documenting the requirements and guidelines of the change request management tool (i.e. SAP SolMan ChaRM) usage; and ensuring the change request management process is working well and ensuring that corrective action is taken when the process falters.

3.2 Technologies / Technical Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following technologies and technical areas:

- 3.2.1. SAP version ECC 6.0;
- 3.2.2. SAP Solution Manager; and
- 3.2.3. Microsoft Office (Word, Excel, PowerPoint, Visio and Project).

3.3 Functional Modules / Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following functional modules or functional expertise:

- 3.3.1. SAP Accounts Payable (FI-AP);
- 3.3.2. SAP Accounts Receivable (FI-AR);
- 3.3.3. SAP Asset Accounting (FI-AA);
- 3.3.4. SAP General Ledger (FI-GL);
- 3.3.5. SAP Special Purpose Leger (FI-SPL);
- 3.3.6. SAP Controlling (FI-CO);
- 3.3.7. SAP Project Systems (PS);
- 3.3.8. SAP Materiel Management (MM);
- 3.3.9. SAP Plant Maintenance (PM);
- 3.3.10. SAP Enterprise Asset Management (EAM);
- 3.3.11. SAP Funds Management (FM);
- 3.3.12. SAP Travel Management (TM);
- 3.3.13. SAP Roles & Authorizations (R&A);
- 3.3.14. SAP Business Intelligence (BI);
- 3.3.15. SAP Cross Application Time Sheets (CATS);
- 3.3.16. SAP Governance, Risk & Compliance (GRC);
- 3.3.17. SAP Salary Forecasting Tool (SFT);
- 3.3.18. SAP Business Planning & Consolidation (BPC);
- 3.3.19. SAP Business Warehouse (BW);
- 3.3.20. SAP Business Objects (BO);
- 3.3.21. SAP Investment Management (IM);
- 3.3.22. SAP Sales & Distribution (SD);
- 3.3.23. SAP Public Sector Collections & Disbursements (PSCD);
- 3.3.24. SAP CRM;
- 3.3.25. SAP Portfolio and Project Management;
- 3.3.26. SAP Flexible Real Estate Management (RE-FX);
- 3.3.27. SAP Identity Management (IDM);

- 3.3.28. SAP Vendor Invoice Management (VIM);
- 3.3.29. SAP Test Acceleration and Optimization (TAO);
- 3.3.30. SAP HP Application Lifecycle Management (ALM);
- 3.3.31. SAP Testing Tools;
- 3.3.32. SAP Accelerated SAP (ASAP);
- 3.3.33. SAP Master Data Governance (MDG);
- 3.3.34. SAP Business Rules Framework (BRF+);
- 3.3.35. SAP Business Workflow;
- 3.3.36. SAP Public Sector Industry Solution;
- 3.3.37. SAP Human Resources (HR); and,
- 3.3.38. SAP Human Capital Management (HCM).

3.4 Certifications:

Certification is not required from the Resource.

3.5 Deliverables:

The Resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.

- 3.5.1. Communications Strategy and Plan;
- 3.5.2. Change Management Strategy and Plan;
- 3.5.3. Training Strategy, Approach and Plan;
- 3.5.4. Risk management strategy report;
- 3.5.5. A detailed Project Plan for Change Management including tasks, resource requirements, work effort, dependencies and associated cost estimates;
- 3.5.6. A schedule that establishes milestones and critical path as well as for project monitoring and reporting;
- 3.5.7. Presentation and Training material;
- 3.5.8. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;
- 3.5.9. Status update presentations in electronic format such as Microsoft Word; and,
- 3.5.10. Any other project deliverables related to the tasks identified in Section 3.1 above, on an “as and when requested” basis as specified by the Technical Authority.

4. P.9 Project Manager – SAP Project Manager (Level 3)

4.1 Tasks:

The Project Manager – SAP Project Manager (Level 3) may be required to perform any combination of the following tasks during the Run and Stabilization phases.

- 4.1.1. Manage functional and/or technical requirements planning activities;
- 4.1.2. Implement reporting strategy and dashboard for functional and/or technical ERP deliverables;
- 4.1.3. Participate in the development of Service Management requirements and practices required for the Project and In-Service Organization;
- 4.1.4. Interact with other business and project teams to document and manage project schedule dependencies;
- 4.1.5. Prepare terms of reference and agenda for project level working groups;
- 4.1.6. Develop functional and/or technical risk management plan;
- 4.1.7. Develop and maintain functional and/or technical ERP plans, tools, procedures and systems;
- 4.1.8. Manage, coordinate and enforce the use of tools, procedures and systems within the functional and technical teams;
- 4.1.9. Prepare, refine, review written documentation, reports, dashboards and make oral presentations;
- 4.1.10. Prepare or assist in project budget, costing and scheduling estimates as well as project implementation approaches, issue/quality management processes and organizational requirements;
- 4.1.11. Identify and monitor risk throughout a project and prepare preventive, mitigating and contingency plans;
- 4.1.12. Prepare, refine and review Work Breakdown Structures (WBS), Schedules, Resource Allocation Matrices (RAM), quality assurance or other necessary standards, Organizational Breakdown Structures (OBS) and other project control documents;
- 4.1.13. Collect, review, analyze, track and report on project performance data and advise on the time, cost, scope, quality, business requirements or other performance parameters;
- 4.1.14. Prepare, refine, review performance reports and facilitate integration with other tools/reports as necessary;
- 4.1.15. Plan functional and/or technical deliverables based on ASAP methodology with participation of team leads;
- 4.1.16. Create proposals (impact assessment, cost benefit analysis, feasibility assessments, risk analysis) for the development of new and enhanced business solutions for internal and external clients in response to changing client programs and business requirements and considering advances in ERP technology;
- 4.1.17. Develop weekly status report for Functional and/or Technical Director, management and steering committee meetings;

- 4.1.18. Provide timely and complete knowledge transfer to ESDC's project team staff through individual and group training, shadowing, demonstrations and written instructions; and
- 4.1.19. Assist in developing and presenting various project status updates as well as project deliverables.

4.2 Technologies / Technical Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following technologies and technical areas:

- 4.2.1. Large scale SAP Production system (500+ concurrent users);
- 4.2.2. SAP Solution Manager (SolMan);
- 4.2.3. SAP Enterprise Central Component (ECC) 6.0;
- 4.2.4. SAP Business Intelligence (BI);
- 4.2.5. SAP Enterprise Portal;
- 4.2.6. SAP NetWeaver (NW);
- 4.2.7. SAP Governance Risk Compliance (GRC);
- 4.2.8. SAP Process Orchestration (PO);
- 4.2.9. SAP Service Oriented Architecture (SOA);
- 4.2.10. OpenText Invoice Capture Center (ICC);
- 4.2.11. HP Application Lifecycle Management (ALM); and
- 4.2.12. Departmental Service Bus (DSB).

4.3 Functional Modules / Expertise:

It is anticipated that this Resource may require, without limitation, experience with any combination of the following functional modules or functional expertise:

- 4.3.1. SAP Accounts Payable (FI-AP);
- 4.3.2. SAP Accounts Receivable (FI-AR);
- 4.3.3. SAP Asset Accounting (FI-AA);
- 4.3.4. SAP General Ledger (FI-GL);
- 4.3.5. SAP Special Purpose Leger (FI-SPL);
- 4.3.6. SAP Controlling (FI-CO);
- 4.3.7. SAP Project Systems (PS);
- 4.3.8. SAP Materiel Management (MM);
- 4.3.9. SAP Plant Maintenance (PM);
- 4.3.10. SAP Enterprise Asset Management (EAM);
- 4.3.11. SAP Funds Management (FM);
- 4.3.12. SAP Travel Management (TM);
- 4.3.13. SAP Roles & Authorizations (R&A);
- 4.3.14. SAP Business Intelligence (BI);

- 4.3.15. SAP Cross Application Time Sheets (CATS);
- 4.3.16. SAP Governance, Risk & Compliance (GRC);
- 4.3.17. SAP Salary Forecasting Tool (SFT);
- 4.3.18. SAP Business Planning & Consolidation (BPC);
- 4.3.19. SAP Business Warehouse (BW);
- 4.3.20. SAP Business Objects (BO);
- 4.3.21. SAP Investment Management (IM);
- 4.3.22. SAP Sales & Distribution (SD);
- 4.3.23. SAP Public Sector Collections & Disbursements (PSCD);
- 4.3.24. SAP CRM;
- 4.3.25. SAP Portfolio and Project Management;
- 4.3.26. SAP Flexible Real Estate Management (RE-FX);
- 4.3.27. SAP Identity Management (IDM);
- 4.3.28. SAP Vendor Invoice Management (VIM);
- 4.3.29. SAP Test Acceleration and Optimization (TAO);
- 4.3.30. SAP HP Application Lifecycle Management (ALM);
- 4.3.31. SAP Testing Tools;
- 4.3.32. SAP Accelerated SAP (ASAP);
- 4.3.33. SAP Master Data Governance (MDG);
- 4.3.34. SAP Business Rules Framework (BRF+);
- 4.3.35. SAP Business Workflow;
- 4.3.36. SAP Public Sector Industry Solution;
- 4.3.37. SAP Human Resources (HR); and,
- 4.3.38. SAP Human Capital Management (HCM).

4.4 Certifications:

This Resource may be required, without limitation, to hold any combination of the following certifications:

- 4.4.1. Certification in any of the SAP functional modules listed in section 4.3;
- 4.4.2. PMI Project Management Professional (PMP) certification;
- 4.4.3. Agile Project Management Certification;
- 4.4.4. PRINCE2 Accreditation (Foundation or Practitioner); and,
- 4.4.5. ITIL Certification.

4.5 Deliverables:

The Resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.

- 4.5.1. Tracking report on functional and/or technical project plan and schedule;
- 4.5.2. Document on Certification and Accreditation approach and deliverables;
- 4.5.3. Plan and tracking report on functional and/or technical critical path based on Project baseline schedule;
- 4.5.4. Phase and/or Project Close out report;
- 4.5.5. Document on ESDC transport process and approval;
- 4.5.6. ERP Release Management Strategy;
- 4.5.7. Document detailing the Custom Development Approach and related functional and technical design templates;
- 4.5.8. Solution Manager Implementation plan and schedule with technical and business requirements;
- 4.5.9. Production cutover plan;
- 4.5.10. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;
- 4.5.11. Status update presentations in electronic format such as Microsoft Word; and,
- 4.5.12. Any other project deliverables related to the tasks identified in Section 4.1 above, on an “as and when requested” basis as specified by the Technical Authority.

**ATTACHMENT 4.1
CORPORATE BID EVALUATION CRITERIA
WORK STREAM 1**

1.0 Work Stream 1

1.1 CORPORATE MANDATORY REQUIREMENTS

Criteria	Mandatory Criteria	Bidder's response	
		Met Y/N	Demonstrated Experience (Bidders to insert data)
M1	<p>The Bidder must demonstrate Enterprise Resource Planning (ERP) contract revenues of \$2M in SAP professional services each year for the past three (3) years from bid closing date. All contract revenues must be substantiated by the Bidder. Bidder is requested to provide the following information including the client contact/authority who can verify services delivered and validate the revenues stated.</p> <p><u>Customer Contact Information</u> Name of Organization: Contact Name: Email Address: Phone Number:</p> <p><u>Contract Detail</u> Summary of Professional Services: (1 paragraph describing scope and key responsibilities) Start Date: End Date: Reference Number: Total SAP Professional Services Billed (\$):</p>		

Criteria	Mandatory Criteria	Bidder's response	
		Met Y/N	Demonstrated Experience (Bidders to insert data)
M2	<p>The Bidder must demonstrate billable days experience supplying ALL of the Resource Categories (in the identified minimum billable days below) in Table A.</p> <p>To be accepted,</p> <ol style="list-style-type: none"> 1) The billable days must have been for the delivery of Enterprise Resource Planning (ERP) services; 2) The billable days must have occurred within the past 5 years prior to the bid closing date; 3) The billable days must have been provided under a maximum of 5 project references; 4) The work billed for the resource category must include, for each category, at least 50% of the applicable tasks (detailed in Annex A (SOW)); and 5) The Bidder must provide a completed Billable Days Response Template (Appendix B to Attachment 4.1) as well as a Bidders' Response Template for Corporate References provided in this Attachment for each contract reference submitted in the Billable Days Response Template. 		

TABLE A: Bidder must provide the completed Appendix A of Attachment 4.1.

#	RESOURCE CATEGORY	MINIMUM BILLABLE DAYS PER CATEGORY	Met Y/N
1	Application/Software Architect (Level 3)	500	
2	ERP Functional Analyst Travel Management (Level 3)	500	
3	ERP Functional Analyst Salary Management (SFT) (Level 3)	500	

Criteria	Mandatory Criteria	Bidder's response	
		Met Y/N	Demonstrated Experience (Bidders to insert data)
M3	<p>The Bidder must demonstrate its internal resourcing capabilities by proposing a Client Manager that will be designated as the ESDC Client Manager responsible for the resource and contract management associated with any resulting contract.</p> <p>The Bidder is requested to provide the name and position title of the Client Manager.</p> <p>To be accepted:</p> <ol style="list-style-type: none"> 1) The proposed Client Manager must have experience managing SAP resources under 2 contracts simultaneously within the last three (3) years from bid closing date: <ol style="list-style-type: none"> i. for a minimum of 2 of the required resources categories identified in Annex A, Statement of Work; and ii. supplying a minimum of 8 full-time resources. 2) The value of each contract must be minimum \$2M over a period of at least 2 years, including any applicable options. 		

1.2 CORPORATE RATED REQUIREMENTS

Point Rated Criteria	Max Points	Bidder's Response	
		Evaluation Guideline	Cross Reference to Contract Reference(s)
<p>R1</p> <p>The Bidder will be awarded points where it demonstrates delivery of SAP professional services for Department(s), Agency (ies) or Crown Corporations of the Federal Government of Canada, within the last five (5) years from bid closing date. To be accepted, the contract must be a minimum of 12 months.</p> <p>The Bidder is requested to provide the following customer reference information:</p> <p><u>Customer Contact Information</u> Name of Organization: Contact Name: Email Address: Phone Number: <u>Contract Detail</u> Summary of Professional Services: (1 paragraph describing scope and key responsibilities) Start Date: End Date: Reference number: Total SAP Professional Services Billed (\$):</p> <p>For each contract reference, the Bidder is requested to submit the contract award date and reference number.</p>	20	<p>The Bidder will be awarded points for the sum of Total Billable Value (V) demonstrated as follows:</p> <p>\$ 2M ≤ V < \$ 5M = 5 pts \$ 5M ≤ V < \$10M = 10 pts \$10M ≤ V < \$15M = 15 pts V ≥ \$15M = 20 pts</p>	

Point Rated Criteria	Max Points	Bidder's Response	
		Evaluation Guideline	Cross Reference to Contract Reference(s)
<p>In the past 10 years prior to bid closing, the Bidder should demonstrate its project experience. To qualify, each project experience:</p> <ol style="list-style-type: none"> 1. must have been continuous work for a minimum of 12 months; and 2. delivered informatics professional services related to Enterprise Resource Planning (ERP) SAP System projects using SAP ECC 6.0 or higher. <p>Up to a maximum of 5 projects will be evaluated.</p> <p>The Bidder is requested to provide the following customer reference information for each project:</p> <p><u>Customer Contact Information</u> Name of Organization: Contact Name: Email Address: Phone Number: <u>Contract Detail</u> Summary of Professional Services: (1 paragraph describing scope and key responsibilities) Start Date: End Date: Reference number: Total SAP Professional Services Billed (\$):</p> <p>For each contract reference, the Bidder is requested to submit the contract award date and reference number.</p>	20	The Bidder will be awarded four (4) points for each demonstrated project to a maximum of five (5) projects.	
MAXIMUM AVAILABLE POINTS	40		
MINIMUM POINTS REQUIRED	0		
POINTS ACHIEVED			

APPENDIX A OF ATTACHMENT 4.1
RFP BILLABLE DAYS RESPONSE TABLE

Bidder Name: _____

By providing a response, the Bidder certifies that billable days provided occurred during the billing period indicated above for ALL of the resource categories listed.

RESOURCE CATEGORY	NUMBER OF BILLABLE DAYS			
	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)
A.1 Application / Software Architect (Level 3)				
A.2 ERP Functional Analyst Travel Management (Level 3)				
A.2 ERP Functional Analyst Salary Management (SFT) (Level 3)				

APPENDIX B OF ATTACHMENT 4.1

RESPONSE FORM: RFP CONTRACT REFERENCE	
Bidder Name: _____ Bidder Contract Reference #: _____	
SECTION 1: CLIENT INFORMATION	
Government client (Yes/No)	
Client Organization Name	
Client Contact Name	
Address	
Telephone	
Fax	
E-mail	
SECTION 2: CONTRACT INFORMATION	
Contract	
Contract Value	
Award Date	
Expiry Date	
Description of requirement:	
SECTION 3: RESOURCE DETAILS	
Category of Personnel and Level	Tasks performed under the contract with a cross reference to each specific SOW associated task

**Attachment 4.2: Work Stream 1 Resource Bid Evaluation Criteria –
Mandatory and Point-Rated Evaluation Criteria**

1. **A.1 Application/Software Architect – SAP Application Architect (Level 3)**

(a) **Mandatory Requirements**

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource.

M #	Mandatory Requirements	Met Y/N	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Application Architect within the last 15 years from the time of bid closing.		

(b) **Rated Requirements**

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
R-1	The Bidder should demonstrate the proposed resource has experience working with the Government of Canada approved SAP footprint.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The Bidder should demonstrate the proposed resource has experience working with SAP's Public Sector industry Solution.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-3	The Bidder should provide one of more valid SAP certification(s) for the proposed resource: <ul style="list-style-type: none"> SAP Financial Accounting (FI/CO) Certification as delivered by SAP; SAP Accelerated SAP (ASAP) Certification as delivered by SAP 	1 point per certification Maximum 2 points	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
	<i>A copy of the certification(s) must be included with the proposal.</i>		
R-4	The Bidder should demonstrate the proposed resource Application or Solution or Enterprise Architect experience working with SAP version ECC 6.0 or higher.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The Bidder should demonstrate the proposed resource has experience working with SAP ASAP Methodology.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The Bidder should demonstrate the proposed resource has experience working with SAP Solution Manager, Solution Documentation.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The Bidder should demonstrate the proposed resource has experience in reviewing business process mapping and solution documentation for all SAP business scenarios.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-8	The Bidder should demonstrate the proposed resource has experience in overseeing problem escalation and resolution, working with SAP AG and other software/hardware vendors to resolve problems.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	The Bidder should demonstrate the proposed resource has experience in leading architecture integration between SAP and Oracle People Soft and other legacy systems and tools.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
R-10	The Bidder should demonstrate the proposed resource has experience leading the development of functional specifications and overall system design in support of an implementation and/or enhancement project(s)	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-11	<p>The Bidder should demonstrate the proposed resource has experience specific to any of the following Architecture principles including:</p> <ul style="list-style-type: none"> • Development of solution architectures, frameworks and strategies for a major application area to meet the business and application requirements • Analysis and evaluation of alternative technology solutions to meet business problems 	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-12	The Bidder should demonstrate the proposed resource has experience designing an integrated architecture using the Layered Enterprise Architecture Development (LEAD) framework approach in support of an implementation and/or enhancement project(s)	4 points	
Total Points assigned: 46		Total Points obtained:	
<p><i>Note: To be deemed responsive, the resource must obtain minimum of 33 points (70%).</i></p>			

2. **A.2 ERP Functional Analyst – A.2 SAP Functional Analyst (Level 3) Salary Management (SFT)**

(a) **Mandatory Requirements**

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource

M #	Mandatory Requirements	Met Y/N	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Functional Analyst within the last 15 years from the time of bid closing.		

(b) **Rated Requirements**

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
R-1	The Bidder should demonstrate the proposed resource has experience working with the Government of Canada approved SAP footprint.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The Bidder should demonstrate the proposed resource has experience working with SAP's Public Sector industry Solution.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-3	The Bidder should provide a valid SAP certification for the proposed resource: <ul style="list-style-type: none"> Any SAP Certification as delivered by SAP; <i>A copy of the certification(s) must be included with the proposal.</i>	1 point	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
R-4	The Bidder should demonstrate the proposed resource has experience working with SAP version ECC 6.0 or higher as a Functional Analyst.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The Bidder should demonstrate the proposed resource has experience working with SAP ASAP Methodology.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The Bidder should demonstrate the proposed resource has experience working with and providing guidance, advice and best practice within the SAP Salary Management solution to ensure compliance following best practice and guidance as defined by the Common Financial Management Business Processes (FMBP) and the Office of the Chief Human Resources Officer (OCHRO) Initiatives.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The Bidder should demonstrate the proposed resource has production support experience in troubleshooting and fixing incidents/problems in the area of SAP Salary Management-SFT.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-8	The Bidder should demonstrate the proposed resource has experience in process integration using: <ul style="list-style-type: none"> • SAP-Human Capital Management (HCM) Organisational Management (OM). 	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	The Bidder should demonstrate the proposed resource has experience in process integration using: <ul style="list-style-type: none"> • SAP-Human Capital Management (HCM) HR 	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
	Mini-Master.		
R-10	<p>The Bidder should demonstrate the proposed resource has experience in process integration using:</p> <ul style="list-style-type: none"> • PeopleSoft within a Service Oriented Architecture. 	<p>0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points</p>	
R-11	<p>The Bidder should demonstrate the proposed resource has experience in overseeing problem escalation and resolution, working with SAP AG (SAP OSS).</p>	<p>0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points</p>	
R-12	<p>The Bidder should demonstrate the proposed resource has experience in developing and enhancing reports in the area of Salary Management-SFT to meet business requirements.</p>	<p>0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points</p>	
R-13	<p>The Bidder should demonstrate the proposed resource has experience specific to all of the following Functional development activities:</p> <ul style="list-style-type: none"> • Development of business requirement; • Development of Impact Assessments; • Development of configuration/system settings; • Development of functional designs (RICEFW); and • Development of test cases in HP-ALM. 	<p>0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points</p>	
Total Points assigned: 49		Total Points obtained:	
<p><i>Note: To be deemed responsive, the resource must obtain minimum of 35 points (70%).</i></p>			

3. A.2 ERP Functional Analyst – SAP Functional Analyst (Level 3) Travel Management (TM)

(a) Mandatory Requirements

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource

M #	Mandatory Requirements	Met Y/N	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Functional Analyst within the last 15 years from the time of bid closing.		

(b) Rated Requirements

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
R-1	The Bidder should demonstrate the proposed resource has experience working with the Government of Canada approved SAP footprint.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The Bidder should demonstrate the proposed resource has experience working with SAP's Public Sector industry Solution.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-3	The Bidder should provide a valid SAP certification for the proposed resource: <ul style="list-style-type: none"> Any SAP Certification as delivered by SAP; <i>A copy of the certification(s) must be included with the proposal.</i>	1 point	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
R-4	The Bidder should demonstrate the proposed resource has experience as a Functional Analyst working with SAP version ECC 6.0 or higher.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The Bidder should demonstrate the proposed resource has experience working with SAP ASAP Methodology.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The Bidder should demonstrate the proposed resource has experience in configuring an SAP Travel Management solution in compliance with the Travel, Hospitality Conference and Event Expenditures (THCEE) policy of the Government of Canada.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The Bidder should demonstrate the proposed resource has production support experience in troubleshooting and fixing incidents/problems in the area of SAP Travel Management.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-8	The Bidder should demonstrate the proposed resource has experience in process integration using: <ul style="list-style-type: none"> • SAP Vendor Invoice Management by Open Text. 	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	The Bidder should demonstrate the proposed resource has experience in process integration using: <ul style="list-style-type: none"> • SAP Workflow with Business Rules Framework Plus (BRF+) And a Financial Delegation Matrix 	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
R-10	The Bidder should demonstrate the proposed resource has experience in overseeing problem escalation and resolution, working with SAP AG (SAP OSS).	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-11	The Bidder should demonstrate the proposed resource has experience in developing and enhancing reports in the area of SAP Travel Management to meet business requirements.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-12	<p>The Bidder should demonstrate the proposed resource has experience specific to all of the following Functional development activities:</p> <ul style="list-style-type: none"> • Development of business requirement; • Development of Impact Assessments; • Development of configuration/system settings; • Development of functional designs (RICEFW); and • Development of test cases in HP-ALM. 	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
Total Points assigned: 45		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 32 points (70%).</i>			

**ATTACHMENT 4.3
CORPORATE BID EVALUATION CRITERIA
WORK STREAM 2**

1.0 Work Stream 2

1.1 CORPORATE MANDATORY REQUIREMENTS

Criteria	Mandatory Criteria	Bidder's response	
		Met Y/N	Demonstrated Experience (Bidders to insert data)
M1	<p>The Bidder must demonstrate Enterprise Resource Planning (ERP) contract revenues of \$2M in SAP professional services each year for the past three (3) years from bid closing date. All contract revenues must be substantiated by the Bidder. Bidder is requested to provide the following information including the client contact/authority who can verify services delivered and validate the revenues stated.</p> <p><u>Customer Contact Information</u> Name of Organization: Contact Name: Email Address: Phone Number: Contract Detail</p> <p>Summary of Professional Services: (1 paragraph describing scope and key responsibilities) Start Date: End Date: Reference Number: Total SAP Professional Services Billed (\$):</p>		

Criteria	Mandatory Criteria	Bidder's response																					
		Met Y/N	Demonstrated Experience (Bidders to insert data)																				
M2	<p>The Bidder must demonstrate billable days experience supplying ALL of the Resource Categories (in the identified minimum billable days below) in Table A.</p> <p>To be accepted,</p> <ol style="list-style-type: none"> 1) The billable days must have been for the delivery of Enterprise Resource Planning (ERP) services; 2) The billable days must have occurred within the past 5 years prior to the bid closing date; 3) The billable days must have been provided under a maximum of 5 project references; 4) The work billed for the resource category must include, for each category, at least 50% of the applicable tasks (detailed in Annex A (SOW)); and 5) The Bidder must provide a completed Billable Days Response Template (Appendix B to Attachment 4.1) as well as a Bidders' Response Template for Corporate References provided in this Attachment for each contract reference submitted in the Billable Days Response Template. <p>TABLE A: Bidder must provide the completed Appendix A of Attachment 4.3.</p> <table border="1"> <thead> <tr> <th>#</th> <th>RESOURCE CATEGORY</th> <th>MINIMUM BILLABLE DAYS PER CATEGORY</th> <th>Met Y/N</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Courseware Developer (Level 3)</td> <td>500</td> <td></td> </tr> <tr> <td>2</td> <td>IT Instructor (Level 3)</td> <td>500</td> <td></td> </tr> <tr> <td>3</td> <td>Change Management Consultant (Level 3)</td> <td>500</td> <td></td> </tr> <tr> <td>4</td> <td>Project Manager (Level 3)</td> <td>500</td> <td></td> </tr> </tbody> </table>	#	RESOURCE CATEGORY	MINIMUM BILLABLE DAYS PER CATEGORY	Met Y/N	1	Courseware Developer (Level 3)	500		2	IT Instructor (Level 3)	500		3	Change Management Consultant (Level 3)	500		4	Project Manager (Level 3)	500			
#	RESOURCE CATEGORY	MINIMUM BILLABLE DAYS PER CATEGORY	Met Y/N																				
1	Courseware Developer (Level 3)	500																					
2	IT Instructor (Level 3)	500																					
3	Change Management Consultant (Level 3)	500																					
4	Project Manager (Level 3)	500																					

Criteria	Mandatory Criteria	Bidder's response	
		Met Y/N	Demonstrated Experience (Bidders to insert data)
M3	<p>The Bidder must demonstrate its internal resourcing capabilities by proposing a Client Manager that will be designated as the ESDC Client Manager responsible for the resource and contract management associated with any resulting contract.</p> <p>The Bidder is requested to provide the name and position title of the Client Manager.</p> <p>To be accepted:</p> <ol style="list-style-type: none"> 1) The proposed Client Manager must have experience managing SAP resources under 2 contracts simultaneously within the last three (3) years from bid closing date: <ol style="list-style-type: none"> i. for a minimum of 3 of the required resources categories identified in Annex A, Statement of Work and ii. supplying a minimum of 8 full-time resources. 2) The value of each contract must be minimum \$2M over a period of at least 2 years, including any applicable options. 		

1.2 CORPORATE RATED REQUIREMENTS

Point Rated Criteria	Max Points	Bidder's Response	
		Evaluation Guideline	Cross Reference to Contract Reference(s)
<p>The Bidder will be awarded points where it demonstrates delivery of SAP professional services for Department(s), Agency(ies) or Crown Corporations of the Federal Government of Canada, within the last five (5) years from bid closing date. To be accepted, the contract must be a minimum of 12 months.</p> <p>Bidder is requested to provide the following information:</p> <p><u>Customer Contact Information</u> Name of Organization: Contact Name: Email Address: Phone Number: <u>Contract Detail</u> Summary of Professional Services: (1 paragraph describing scope and key responsibilities) Start Date: End Date: Reference number: Total SAP Professional Services Billed (\$):</p> <p>For each contract reference, the Bidder is requested to submit the contract award date and reference number.</p>	20	<p>The Bidder will be awarded points for the sum of Total Billable Value (V) demonstrated as follows:</p> <p>\$ 2M ≤ V < \$ 5M = 5 pts \$ 5M ≤ V < \$10M = 10 pts \$10M ≤ V < \$15M = 15 pts V ≥ \$15M = 20 pts</p>	
R1			

Point Rated Criteria	Max Points	Bidder's Response	
		Evaluation Guideline	Cross Reference to Contract Reference(s)
<p>In the past 10 years prior to bid closing, the Bidder should demonstrate its project experience. To qualify, each project experience:</p> <ol style="list-style-type: none"> 1. must have been continuous work for a minimum of 12 months; and 2. delivered informatics professional services related to Enterprise Resource Planning (ERP) SAP System projects using SAP ECC 6.0 or higher. <p>Up to a maximum of 5 projects will be evaluated.</p> <p>Bidder is requested to provide the following customer reference information for each project:</p> <p><u>Customer Contact Information</u> Name of Organization: Contact Name: Email Address: Phone Number: <u>Contract Detail</u> Summary of Professional Services: (1 paragraph describing scope and key responsibilities) Start Date: End Date: Reference number: Total SAP Professional Services Billed (\$):</p> <p>For each contract reference, the Bidder is requested to submit the contract award date and reference number.</p>	20	The Bidder will be awarded four (4) points for each demonstrated project to a maximum of five (5) projects.	
MAXIMUM AVAILABLE POINTS	40		
MINIMUM POINTS REQUIRED	0		
POINTS ACHIEVED			

APPENDIX A OF ATTACHMENT 4.3
RFP BILLABLE DAYS RESPONSE TABLE

Bidder Name: _____

By providing a response, the Bidder certifies that billable days provided occurred during the billing period indicated above for ALL of the resource categories listed.

RESOURCE CATEGORY	NUMBER OF BILLABLE DAYS			
	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)
B.9 Courseware Developer				
B.11 IT Instructor				
P.1 Change Management Consultant				
P.9 Project Manager				

APPENDIX B OF ATTACHMENT 4.3

RESPONSE FORM: RFP CONTRACT REFERENCE	
Bidder Name: _____ Bidder Contract Reference #: _____	
SECTION 1: CLIENT INFORMATION	
Government client (Yes/No)	
Client Organization Name	
Client Contact Name	
Address	
Telephone	
Fax	
E-mail	
SECTION 2: CONTRACT INFORMATION	
Contract	
Contract Value	
Award Date	
Expiry Date	
Description of requirement:	
SECTION 3: RESOURCE DETAILS	
Category of Personnel and Level	Tasks performed under the contract with a cross reference to each specific SOW associated task

**Attachment 4.4: Work Stream 2
Resource Bid Evaluation Criteria – Mandatory and Point-Rated Evaluation
Criteria**

1. **P.1 Release and Change Manager – SAP Release and Change Manager (Level 3)**

(a) **Mandatory Requirements**

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource

M #	Mandatory Requirements	Met Y/N	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Release and Change Manger within the last 15 years from the time of bid closing.		

(b) **Rated Requirements**

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
R-1	The Bidder should demonstrate the proposed resource has experience working with the Government of Canada approved SAP footprint.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The Bidder should provide one or more valid Professional certification(s) for the proposed resource: <ul style="list-style-type: none"> Any SAP Certification as delivered by SAP; Project Management Professional (PMP) or related Project Management Certificate; Accounting Designation <i>A copy of the certification(s) must be included with the proposal.</i>	1 point per certification Maximum 3 points	
R-3	The Bidder should demonstrate the proposed resource has experience with SAP ECC 6.0 or ERP 6.0 or higher as a Release and Change Manager.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
R-4	The Bidder should demonstrate the proposed resource has experience working with SAP ASAP Methodology.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The Bidder should demonstrate the proposed resource has experience in the planning and execution of Release Management processes and governance.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The Bidder should demonstrate the proposed resource has experience in the planning and execution of the change request management (ChaRM) process.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The Bidder should demonstrate the proposed resource has experience working with SAP IT Service Management (ITSM) on Solution Manager.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-8	The Bidder should demonstrate the proposed resource has experience working with SAP HP Application Lifecycle Management (HP ALM).	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	<p>The bidder should provide one or more successfully completed project(s), where the proposed resource was in a similar role on an SAP Release and Change Manager. Each project should include a reference with the following information:</p> <ul style="list-style-type: none"> • Department/Organization name; • Project title; • Client name; • Client title; • Client phone number; • Email address. <p>(Successfully completed means work complete on-time and on-budget).</p>	<p>1 point per project. Max. 4 points</p>	
Total Points assigned: 35		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 25 points (70%).</i>			

2. P.9 Project Manager – SAP Project Manager (Level 3)

(a) Mandatory Requirements

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months

M #	Mandatory Requirements	Met Y/N	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
M-1	The proposed resource must have 10 years of experience within the last (15) years from the time of bid closing, working on a Government of Canada IT project or program as a Project Manager.		

(b) Rated Requirements

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
R-1	The Bidder should demonstrate the proposed resource has experience managing strategic enterprise-wide financial systems projects such as SAP, Oracle Financial as a Senior level project manager.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The Bidder should demonstrate the proposed resource has experience in planning all aspects of project delivery including the following phases: Review, Plan, Develop, implement, roll out, support & maintenance.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-3	The bidder should provide one or more valid Professional certification(s) for the proposed resource: <ul style="list-style-type: none"> Project Management Professional (PMP) or related 	1 point per certification Maximum 3 points	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
	Project Management Certificate; <ul style="list-style-type: none"> • ITIL (Information Technology Infrastructure Library) Certification • Accounting Designation <i>A copy of the certification(s) must be included with the bid proposal.</i>		
R-4	The Bidder should demonstrate the proposed resource has experience with SAP ECC 6.0 or ERP 6.0 or higher as a Project Manager.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder should demonstrate the proposed resource has experience working with SAP ASAP Methodology.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The Bidder should demonstrate the proposed resource has experience in developing Project Charters, Scope, PMP and Various Plans for project over 3 million dollars.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The Bidder should demonstrate the proposed resource has experience in providing advice and recommendation on the evolution on the product and the alignment of the Government of Canada direction for ERP solution.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-8	The Bidder should demonstrate the proposed resource has experience in leading projects which required the supervision of a multi-disciplinary team, a functional/technical and Third Party Suppliers.	0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	The bidder should provide one or more successfully completed project(s), where the proposed resource was in a similar role on an SAP project. Each project	1 point per project. Max. 4 points	

R #	Rated Requirements	Scoring Scheme	Demonstrated Experience – Cross reference to proposal Page No/ Paragraph number
	<p>should include a reference and the following information:</p> <ul style="list-style-type: none"> • Department/Organization name; • Project title; • Project budget • Client name; • Client title; • Client phone number; • Email address. <p>(Successfully completed means work complete on-time and on-budget).</p>		
R-10	<p>The Bidder should demonstrate the proposed resource has experience designing an integrated architecture using the Layered Enterprise Architecture Development (LEAD) framework approach in support of an implementation and/or enhancement project(s).</p>	<p>0-23 months - 0 points 24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points</p>	
Total Points assigned: 39		Total Points obtained:	
<p><i>Note: To be deemed responsive, the resource must obtain minimum of 28 points (70%).</i></p>			