



**RETURN BIDS TO:**  
**RETOURNER LES SOUMISSIONS À:**  
Public Works and Government Services / Travaux  
publics et services gouvernementaux  
Kingston Procurement  
Des Acquisitions Kingston  
86 Clarence Street, 2nd floor  
Kingston  
Ontario  
K7L 1X3  
Bid Fax: (613) 545-8067

**REQUEST FOR PROPOSAL**  
**DEMANDE DE PROPOSITION**

**Proposal To: Public Works and Government  
Services Canada**

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

**Proposition aux: Travaux Publics et Services  
Gouvernementaux Canada**

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

**Comments - Commentaires**

<b>Title - Sujet</b> Senior Mentors	
<b>Solicitation No. - N° de l'invitation</b> W8160-150058/B	<b>Date</b> 2016-05-19
<b>Client Reference No. - N° de référence du client</b> W8160-15-0058	
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$KIN-620-6908	
<b>File No. - N° de dossier</b> KIN-5-44236 (620)	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2016-06-29</b>	<b>Time Zone</b> <b>Fuseau horaire</b> Eastern Daylight Saving Time EDT
<b>F.O.B. - F.A.B. Specified Herein - Précisé dans les présentes</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input checked="" type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Porter, Marta M.	<b>Buyer Id - Id de l'acheteur</b> kin620
<b>Telephone No. - N° de téléphone</b> (613) 483-6084 ( )	<b>FAX No. - N° de FAX</b> (613) 545-8067
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> DEPARTMENT OF NATIONAL DEFENCE 215 YONGE BLVD TORONTO Ontario M5M3H9 Canada	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

**Vendor/Firm Name and Address**

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

**Issuing Office - Bureau de distribution**

Public Works and Government Services / Travaux publics  
et services gouvernementaux  
Kingston Procurement  
Des Acquisitions Kingston  
86 Clarence Street, 2nd floor  
Kingston  
Ontario  
K7L 1X3

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

**THIS DOCUMENT CONTAINS A SECURITY REQUIREMENT**

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## **PART 1 - GENERAL INFORMATION**

### **1.1 Introduction**

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

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

The Annexes include the Statement of Work, the Basis of Payment, Security Requirements, the Security Requirements Checklist, the Electronic Payment Instruments and any other annexes.

### **1.2 Summary**

The Canadian Forces College (CFC) located in Toronto, Ontario, provides professional military education for selected members of the Defence Team for the command and control of the Canadian Armed Forces (CAF), across the continuum of operations in joint, interagency, multinational and public environments. CFC is Canada's centre of excellence for developing the Defence Team to the highest intellectual and professional standards for effective command and control of the CAF.

One of the key programmes at CFC is the National Security Programme (NSP). The NSP is a demanding and intense Masters level programme designed for senior Canadian officers, international officers, senior government officials as well as senior executives from the private sector. Its aim is to prepare selected military, public service, international and private sector leaders for future strategic responsibilities within a complex and ambiguous global security environment.

CFC has a requirement for a Contractor to provide a minimum of four (4) qualified resources to act as Senior Mentors (SM) for each syndicate for one (1) of the NSP commencing in August 2016. CFC retains the option to extend the contract for up to two (2) additional one (1) year programme years.

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 \(ISP\)](http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html) of Public Works and Government Services Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.

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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), and the Agreement on Internal Trade (AIT).

### **1.3 Debriefings**

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

## **PART 2 - BIDDER INSTRUCTIONS**

### **2.1 Standard Instructions, Clauses and Conditions**

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

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

The [2003](#) (2016-04-04) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 of [2003](#), Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days  
Insert: 90 days

### **2.2 Submission of Bids**

Bids must be submitted only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation.

### **2.3 Former Public Servant**

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to 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.

### **Definitions**

For the purposes of this clause, "former public servant" is any former member of a department as defined in the [Financial Administration Act](#), R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

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

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

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

### Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes ( ) No ( )**

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

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

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

### Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? **Yes ( ) No ( )**

If so, the Bidder must provide the following information:

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

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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.

#### **2.4 Enquiries - Bid Solicitation**

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.

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

#### **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.

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

## **PART 3 - BID PREPARATION INSTRUCTIONS**

### **3.1 Bid Preparation Instructions**

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

Section I: Technical Bid (3 hard copies)

Section II: Financial Bid (1 hard copy)

Section III: Certifications (1 hard copy)

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

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

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

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

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

#### **Section I: Technical Bid**

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

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

#### **Section II: Financial Bid**

**3.1.1** Bidders must submit their financial bid in accordance with the Basis of Payment in Annex "C". The total amount of Applicable Taxes must be shown separately.

#### **3.1.2 Exchange Rate Fluctuation**

[C3011T \(2013-11-06\)](#), Exchange Rate Fluctuation

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### **Section III: Certifications**

Bidders must submit the certifications and additional information required under Part 5.

## **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.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

#### **4.1.1 Technical Evaluation**

##### **4.1.1.1 Mandatory Technical Criteria**

See Annex B – Evaluation Criteria

##### **4.1.1.2 Point Rated Technical Criteria**

See Annex B – Evaluation Criteria

#### **4.1.2 Financial Evaluation**

##### **4.1.2.1 Mandatory Financial Criteria**

SACC Manual Clause [A0220T](#) (2014-06-26), Evaluation of Price

The Bidder must provide its bid in accordance with Annex C, Basis of Payment. Pricing must be provided in Canadian funds.

### **4.2 Basis of Selection**

#### **4.2.1 Basis of Selection – Lowest Price Per point**

1. To be declared responsive, a bid must:
  - a. comply with all the requirements of the bid solicitation; and
  - b. meet all mandatory technical evaluation criteria; and
  - c. obtain the required minimum of 56 points per resource for the technical evaluation criteria which are subject to point rating as Annex B. The rating is performed on a scale of 80 points per resource. The total technical points will be calculated by taking an average of the points assigned to the first four proposed resources in the order that they appear in the Bidder's proposal.
2. Bids not meeting (a) or (b) or (c) will be declared non-responsive. Neither the responsive bid that receives the highest number of points nor the one that proposed the lowest price will necessarily be accepted. The responsive bid with the lowest evaluated price per point will be recommended for award of a contract.

## **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. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

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

### **5.1 Certifications Required with the Bid**

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

#### **5.1.1 Integrity Provisions - Declaration of Convicted Offences**

In accordance with the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide with its bid the required documentation, as applicable, to be given further consideration in the procurement process.

### **5.2 Certifications Precedent to Contract Award and Additional Information**

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

#### **5.2.1 Integrity Provisions – Required Documentation**

In accordance with the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

#### **5.2.2 Federal Contractors Program for Employment Equity - Bid Certification**

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.229006812.1158694905.1413548969#afed) website ([http://www.esdc.gc.ca/en/jobs/workplace/human\\_rights/employment\\_equity/federal\\_contractor\\_program.page?&\\_ga=1.229006812.1158694905.1413548969#afed](http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.229006812.1158694905.1413548969#afed)).

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.

#### **5.2.3 Additional Certifications Precedent to Contract Award**

##### **5.2.3.1 Status and Availability of Resources**

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SACC Manual clause A3005T 2010-08-16 Status and Availability of Resources

### 5.2.3.2 Education and Experience

5.2.3.2.1 SACC Manual clause [A3010T](#) (2010-08-16) Education and Experience

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## **PART 6 - SECURITY REQUIREMENTS**

### **6.1 Security Requirements**

1. At the date of bid closing, the following conditions must be met:

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

2. For additional information on security requirements, Bidders should refer to the [Industrial Security Program \(ISP\)](http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html) of Public Works and Government Services Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.

## PART 7 - RESULTING CONTRACT CLAUSES

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

### 7.1 Statement of Work

The Canadian Forces College (CFC) located in Toronto, Ontario, provides professional military education for selected members of the Defence Team for the command and control of the Canadian Armed Forces (CAF), across the continuum of operations in joint, interagency, multinational and public environments. CFC is Canada's centre of excellence for developing the Defence Team to the highest intellectual and professional standards for effective command and control of the CAF.

One of the key programmes at CFC is the National Security Programme (NSP). The NSP is a demanding and intense Masters level programme designed for senior Canadian officers, international officers, senior government officials as well as senior executives from the private sector. Its aim is to prepare selected military, public service, international and private sector leaders for future strategic responsibilities within a complex and ambiguous global security environment.

CFC has a requirement for a Contractor to provide a minimum of four (4) qualified resources to act as Senior Mentors (SM) for each syndicate for one (1) programme year of the NSP commencing in August 2016. CFC retains the option to extend the contract for up to two (2) additional one (1) year programme year.

### 7.2 Standard Clauses and Conditions

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

#### 7.2.1 General Conditions

[2035 \(2016-04-04\)](#), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

### 7.3 Security Requirements

7.3.1 The following security requirements (*SRCL and related clauses provided by ISP*) apply and form part of the Contract.

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer, hold a valid **Designated Organization Screening (DOS)**, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Offeror personnel requiring access to **PROTECTED B** information, assets or sensitive work site(s) must **EACH** hold a valid **RELIABILITY STATUS**, granted or approved by CISD/PWGSC.
3. 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.
4. Subcontracts which contain security requirements are **NOT** to be awarded without the prior written permission of CISD/PWGSC.

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5. The Contractor/Offeror must comply with the provisions of the:

- (a) Security Requirements Check List and security guide (if applicable), attached at Annex D;
- (b) Industrial Security Manual (Latest Edition).

#### **7.4 Term of Contract**

##### **7.4.1 Period of the Contract**

The period of the Contract is from Date of Contract Award to June 26, 2017 inclusive.

##### **7.4.2 Option to Extend the Contract**

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to 2 additional one (1) year periods under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

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.

#### **7.5 Authorities**

##### **7.5.1 Contracting Authority**

The Contracting Authority for the Contract is:

Name: Marta Porter  
Title: Supply Specialist  
Public Works and Government Services Canada  
Acquisitions Branch  
Address: 86 Clarence Street  
2<sup>nd</sup> Floor, Kingston ON., K7L 1X3  
Telephone: 613-547-7587 Cell: 613-483-6084  
Facsimile: 613-545-8067  
E-mail address: marta.porter@pwgsc.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.

##### **7.5.2 Project Authority (To be filled in at time of Contract Award)**

The Project Authority for the Contract is:

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_

Telephone: \_\_\_\_ - \_\_\_\_ - \_\_\_\_\_

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Facsimile: \_\_\_\_ - \_\_\_\_ - \_\_\_\_

E-mail address: \_\_\_\_\_

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

### 7.5.3 Contractor's Representative *(To be filled out by the Bidder)*

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_ - \_\_\_\_ - \_\_\_\_

Facsimile: \_\_\_\_ - \_\_\_\_ - \_\_\_\_

E-mail address: \_\_\_\_\_

## 7.7 Payment

### 7.7.1 Basis of Payment – Limitation of Expenditure

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

### 7.7.2 Limitation of Expenditure

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

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

### **7.7.3 SACC Manual Clauses**

A9117C (2007-11-30), T1204 – Direct Request by Customer Department  
H1008C (2008-05-12), Monthly Payment  
C0711C (2008-05-12), Time Verification

## **7.8 Invoicing Instructions**

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.  
Each invoice must be supported by:
  - a. a copy of time sheets to support the time claimed;
  - b. a copy of the release document and any other documents as specified in the Contract;
  - c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
2. Invoices must be distributed as follows:
  - a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.
  - b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

## **7.9 Certifications and Additional Information**

### **7.9.1 Compliance**

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

## **7.10 Applicable Laws**

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

## **7.11 Priority of Documents**

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

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2016-04-04) General Conditions - Higher Complexity - Services;
- (c) Annex A, Statement of Work;
- (d) Annex B, Evaluation Criteria;
- (e) Annex C, Basis of Payment;
- (f) Annex D, Security Requirements Checklist;
- (g) the Contractor's bid dated \_\_\_\_\_.

#### **7.12 Defence Contract**

SACC Manual clause [A9006C](#) (2012-07-16) Defence Contract

#### **7.13 Replacement of Specific Individuals**

SACC Manual clause [A7017C](#) (2008-05-12) Replacement of Specific Individuals

#### **7.14 Insurance**

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

## ANNEX "A"

### STATEMENT OF WORK

#### 1. GENERAL

- 1.1. The Canadian Forces College (CFC), located in Toronto, Ontario, provides professional military education for selected members of the Defence Team for the command and control of the Canadian Forces, across the continuum of operations in joint, interagency, multinational and public environments. CFC is Canada's centre of excellence for developing the Defence Team to the highest intellectual and professional standards for effective command and control of the Canadian Armed Forces.
- 1.2. One of the key programmes at CFC is the National Security Programme (NSP). The NSP is a demanding and intense Masters level programme designed for senior Canadian officers, international officers, senior government officials as well as senior executives from the private sector. Its aim is to prepare selected military, public service, international and private sector leaders for future strategic responsibilities within a complex and ambiguous global security environment.
- 1.3. The programme is approximately forty (40) weeks long and is divided into three 12 week rotations plus orientation. Each rotation consists of two courses.
- 1.4. The NSP will cover the following topics:
  - 1.4.1. Strategic Command and Institutional Leadership;
  - 1.4.2. Strategic Resource Management in Government;
  - 1.4.3. Canadian National Security and International Relations;
  - 1.4.4. Strategy Formulation and the Application of National Power;
  - 1.4.5. Comprehensive Campaign Design in Complex Environments.
- 1.5. Target Audience. The student body principally includes officers at the rank of Lieutenant-Colonel and Colonel and their naval equivalents. Both Regular and Reserve Officers may attend. International officers, also eligible to attend, will come from various allied and partner nations. One further element of the student body will be made up of senior government officials and may include senior executives from Non-Government Organizations or the private sector.
- 1.6. Purpose. CFC has a requirement for a Contractor to provide a minimum of four (4) qualified resources to be Senior Mentors for one (1) programme year (commencing August 2016) of the NSP to be conducted at the College. CFC shall retain the option to extend the contract for 2 x 1 additional programme years.

#### 2. ABBREVIATIONS

AAR After Action Report  
CFC Canadian Forces College  
NSP National Security Programme  
PA Project Authority  
SM Senior Mentor

### 3. APPLICABLE DOCUMENTS

3.1. Documents applicable to the requirement shall be available at the start of the program year which includes but not limited to the program timetable, syllabus, activities and its required readings.

### 4. REQUIREMENTS

4.1. **Tasks for Contractor:** Provide resources to act as Senior Mentors for the NSP:

- 4.1.1. Maintain a pre-qualified pool of a minimum of four (4) qualified resources, including those actively acting as SM for the duration of each programme year;
- 4.1.2. Provide one SM per syndicate. There are three (3) syndicates per rotation. There are three (3) rotations within a program year;
- 4.1.3. In each rotation of the programme, one of the three SMs mentioned in 4.1.2 must be bilingual who is proficient in both English and French language skills at the intermediate / advanced level;
- 4.1.4. One SM must be actively present for the entire programme year to ensure knowledge continuity. This SM can also act as a syndicate Senior Mentor;
- 4.1.5. CFC has the right to decrease or increase the number of syndicates per rotation for the program year. The number of SMs for each rotation must be mutually agreed upon by the Contractor and the PA by 1 August of the year in question;
- 4.1.6. Should a SM Resource be unable to attend a scheduled activity, the Contractor must inform the PA of the absence and manage the shortage of a SM with existing resources to the suitability of the PA; and
- 4.1.7. Monitor its employees to ensure satisfactory performance and that progress of the Work is maintained to the satisfaction of the Project Authority.

4.2. **Tasks for Resources.** Act as a SM by mentoring and assessing the students assigned to their syndicate, approximately seven (7) to twelve (12) members. Activities include but are not limited to:

- 4.2.1. Act as a senior leader role model;
- 4.2.2. Maintain currency and relevancy of the NSP subject matters through professional self-study;

- 
- 4.2.3. Provide input to the senior leadership of the College during planning, conduct and evaluation of the programme as directed by the PA;
  - 4.2.4. Assist students with the transition to academic life at CFC;
  - 4.2.5. Attend all programme learning activities;
  - 4.2.6. Ensure familiarity with the specific aim and required readings for each learning activity;
  - 4.2.7. Guide syndicate in after action reporting sessions;
  - 4.2.8. Provide mentorship to students on professional issues related to the programme or their future employment;
  - 4.2.9. Contribute own relevant experience and knowledge to syndicate and plenary discussions and activities; this may include role playing during simulations and exercises;
  - 4.2.10. Provide advice to the Programme Director and the NSP Programme Officer in the assignment of student appointments and the conduct of syndicate and exercise activities within the programme construct;
  - 4.2.11. Assess the progress of assigned students with respect to their professional attributes, debrief them appropriately and generate the required CFC documentation;
  - 4.2.12. Attend hosted functions as guest speakers as required by the PA;
  - 4.2.13. Participate in NSP student programme training as directed by the PA;
  - 4.2.14. Participate in SMs programme training (such as but not limited to orientation, Gender Based Analysis Plus (GBA+) training etc) as directed by PA;
  - 4.2.15. Provide after action reports (AAR) on specific activities such as field trips as required by PA; and
  - 4.2.16. Estimated travel required is three (3) weeks for domestic travel and two (2) weeks for international travel during each programme year.

## 5. CONSTRAINTS

### 5.1. Schedule and Timings

- 5.1.1. The program year runs from mid-August to end of June; each program year is sub-divided into three rotations;
- 5.1.2. For DND members at CFC, a typical work day is 7.5 hours exclusive of meal breaks and a typical work week is 37.5 hours;

- 5.1.3. For NSP students, a typical program day begins at 0800-1700hrs with a 30 minute morning and afternoon break and a 90 minute self-directed physical fitness and lunch break;
- 5.1.4. SMs are paid on a per diem rate based on a typical 7.5 hour work day. Should the SM Resource work less than the 7.5 hour work day on a given day, the per diem rate of pay will be calculated as follows: (Hours worked × applicable firm per diem rate) ÷ 7.5 hours;
- 5.1.5. NSP activities off-site do not follow the typical program day timings at CFC. All proposed SMs are required to be available for scheduled program activities; and
- 5.1.6. No overtime charges will be authorized under the Contract.

## 5.2. Location

- 5.2.1. The place of work for the period of the contract will be at the Canadian Forces College located at 215 Yonge Boulevard, Toronto, Ontario and at off-site locations (domestic and international).

## 5.3. Language

- 5.3.1. Documentation produced at the College will be in English and French. All Contractor documents to be produced in English, unless directed otherwise;
- 5.3.2. The primary language of work will be English, with some participants operating in English or French; and
- 5.3.3. The bilingual SM is required to deliver student assessments and debriefings to the students in the student's official language of choice.

## 6. DELIVERABLES

- 6.1. Prepare and deliver verbal student assessments throughout the program year.
- 6.2. Submit written student assessments as directed by the PA in Microsoft Office suite compatible format electronically.
- 6.3. Prepare and deliver verbal and written AARs on programme activities to the PA.

## 7. RESOURCE QUALIFICATIONS

### 7.1. Mandatory Criteria

- 7.1.1. Must provide evidence of access to a minimum of four (4) qualified resources. Only the first four (4) proposed resources, in the order they appeared in Bidder's proposal, will be evaluated.

- 7.1.2. That more than 50% of all proposed resources have served in the Canadian Armed Forces as an officer in the rank of Major-General/Rear-Admiral or higher for a minimum of two years;
- 7.1.3. One proposed resource has either (a) Served the Government of Canada as a senior civilian public servant, at the EX-03 level or higher, for a minimum of two years in a leadership position focused ideally on national security issues or Canada's relationships in the world; OR (b) Served the Government of Canada in a political leadership role including parliamentary secretary, cabinet minister or acceptable alternatives, with a portfolio that influenced national strategic issues or policies;
- 7.1.4. Successfully completed either advanced professional education or advanced academic education;
- 7.1.5. One SM per rotation has held a bilingual language profile of a minimum CBC (or equivalent) where B is intermediate and C is advanced in written comprehension, written expression and oral proficiency are prescribed by the Public Service Commission ; and
- 7.1.6. A minimum of six months experience within the past five years in an appointment dealing at the strategic level (as opposed to the operational or tactical levels) of the Government of Canada in a defence or security related portfolio; OR in an appointment that represented Canada to a significant international partner, in a bilateral or multilateral context.

## 7.2 Desirable Criteria

- 7.2.1 That one of the four (4) proposed resources be a woman and/or an Indigenous person.

## 8. CLIENT SUPPORT

- 8.1. The Contractor is required to perform the Work on-site at CFC or off-site at the Contractor's facilities, where applicable.
- 8.2. Access to the following CFC facilities, equipment, documentation and personnel may be required during the Contract Period in order to perform the Work:
  - 8.2.1. Computer systems;
  - 8.2.2. Personnel for consultation; and
  - 8.2.3. Office space, telephones, desk space, manuals and terminals.
- 8.3. Canada's facilities, equipment, documentation and personnel are not automatically at the disposal of the Contractor. The Contractor is responsible for timely identification of the need for access to the referenced facilities, equipment, documentation and personnel.

8.4. On-site parking at no charge.

## 9. TRAVEL

9.1. Travel with the programme (domestically and internationally) is anticipated two (2) to six (6) times per year, one (1) to two (2) weeks at a time; the SMs will arrange and bear the cost of personal travel documentation such as passports as well as out-of-country medical coverage.

9.2. All travel must have the prior authorization of the PA.

9.3. The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the National Joint Council Travel Directive (<http://www.njc-cnm.gc.ca/directive/index.php?did=10&lang=eng>), and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

For clarity, direct costs for transportation and accommodation will be reimbursed solely on the basis of receipts (i.e for airfare, taxis, hotels etc), and costs for meals and incidentals will be reimbursed at the rates provided in the Travel Directive (i.e. based on the timings/dates/location of the travel, no receipts required).

9.4. Note: The Contractor is not an employee of Canada and as such, is not eligible for any Government of Canada employee benefits as they pertain to the National Joint Council Travel Directive, or otherwise. This includes any provisions pertaining to "travel status" as set out in the Directive which are not expressly permitted herein.

**ANNEX “B”**

**EVALUATION CRITERIA**

**Mandatory Technical Criteria**

<p><b>M1.</b> Bidder must provide evidence of access to a minimum of four (4) qualified resources. Supporting evidence may include, but is not limited to a written statement from the Bidder.</p>	
<p><b>M2.</b> Bidder must provide evidence:</p> <p style="padding-left: 40px;">(1) That more than 50% of all proposed resources have served in the Canadian Armed Forces as an officer in the rank of Major-General/Rear-Admiral or higher for a minimum of two years;</p> <p style="padding-left: 40px;">(2) That at least one proposed resource has either:</p> <p style="padding-left: 80px;">(a) Served the Government of Canada as a senior civilian public servant, at the EX-03 level or higher, for a minimum of two years in a leadership position focused ideally on national security issues or Canada’s relationships in the world;</p> <p>OR</p> <p style="padding-left: 80px;">(b) Served the Government of Canada in a political leadership role including parliamentary secretary, cabinet minister or acceptable alternatives, with a portfolio that influenced national strategic issues or policies.</p> <p>Bidders may propose alternative political leadership role in the Government of Canada. Alternative political leadership role in the Government of Canada may be deemed acceptable but Canada reserves the sole right to reject any proposed alternative. Bidders are strongly encouraged to inquire acceptability of proposed alternatives during the bid period.</p> <p>Note that this resource, with the non-military experience, must be available for at least one rotation in each year of the programme session. The selected rotation must be to the satisfaction of the Project Authority.</p>	
<p><b>M3.</b> Bidder must provide evidence that all proposed resources have successfully completed either advanced professional education or advanced academic education. Photocopy of the degree or transcript is acceptable.</p> <p><u>Advanced academic education</u> includes a Masters degree from a recognized Canadian or international university.</p>	

<p><u>Advanced professional education</u> includes the National Security Programme, the United States of America National War College or similar programmes offered by Canada's allies, or the granting of an equivalency for the National Security Programme. Please refer to the list of acceptable advance professional education institution and their respective education programs detailed in Appendix 1 to Annex B. Proof of Developmental Period 4 equivalency must be provided as evidence.</p> <p>Bidders may propose an alternative advanced academic, professional education, academic publications and/or work experience however, the Project Authority and Canada reserves the sole right to reject any proposed alternative. <b>Bidders are strongly encouraged to inquire about the acceptability of proposed equivalency during the bid period.</b></p>	
<p><b>M4.</b> Bidder must provide at least one Senior Mentor resource, per rotation, that has held a language profile of a minimum CBC (or equivalent).</p> <p>CBC language profile means that a person whose first official language is French must possess the CBC level in English and a person whose first language is English must possess the CBC level in French. Please see Public Service Commission of Canada website for more detail: <a href="http://jobs-emplois.gc.ca/centres/ol-lo-eng.htm">http://jobs-emplois.gc.ca/centres/ol-lo-eng.htm</a>.</p> <p>Proof of language profile must include the name of the resource, the resource's date of language testing and the department that conducted the testing.</p> <p><u>If Bidder is proposing more than one resource with the language profile of CBC or higher, all proposed resources other than the one resource proposed for this criteria will be further evaluated in the Point-Rated Criteria portion.</u></p>	
<p><b>M5.</b> Bidder must provide evidence that all proposed resources have a minimum of six months experience within the past five years in an appointment dealing at the strategic level (as opposed to the operational or tactical levels) of the Government of Canada in a defence or security related portfolio; or in an appointment that represented Canada to a significant international partner, in a bilateral or multilateral context.</p> <p>In Mandatory Technical Criteria M5, "an appointment" means holding an office of responsibility. "An appointment" also includes an appointment where the resource was selected through a transparent appointment process to be engaged in an advisory or consultative role at the strategic level.</p> <p>The capstone Canadian Forces Joint Publication CFJP 01, (B-GJ-005-000/FP-001) Canadian Military Doctrine dated 2011-09, states in article 0227:</p> <p>"National strategic is the level where the nature and quantity of a country's resources dedicated to achieving national policy objectives are determined by the political leadership. It is at this level that the coordination of all instruments of national power occurs and military-political aims are established."</p>	

### **Point-Rated Technical Criteria**

**Each resource will be marked out of 80 points. The minimum mandatory pass mark for each resource is 56 points (70%).**

<b>For each resource identified/proposed, the Bidder should:</b>	<b>Maximum Points Available</b>	<b>Bidder's Point Score</b>	
<p><b>P1.</b> Provide evidence that the resource has worked extensively in and understands the processes of the government within the past five years, demonstrated by significant and continuous interaction with senior government leadership (e.g., boards, reports, policy advice).</p> <p>&lt; 2 years' experience = 15 points 2+ year to 3 years' experience = 20 points 3+ year to 4 years' experience = 25 points 4+ year to 5 years' experience = 30 points</p>	30		
<p><b>P2.</b> Provide evidence that the resource has held a language profile:</p> <p>Less than BBB = 0 points;</p> <p>Greater than BBB level or equivalent in his/her other official language in accordance with the Government of Canada's guidelines. The bidder must provide clear evidence of language capability in terms of a language profile with date of testing.</p> <p>Note, the proposed resource named by the Bidder under Mandatory Criteria M4 will <b>not</b> be awarded with any point for this criteria.</p> <p>BBB to less than CBC language profile and equivalent level = 3 points CBC or better language profile and equivalent level = 5 (five) points</p>	5		
<p><b>P3.</b> Provide evidence that the resource:</p> <p>Has experience teaching and/or mentoring in the field of senior military officer and/or senior civilian executive professional education.</p> <p>Is an occasional guest lectures at professional military programmes or senior executive</p>	15		

<p>programmes, (less than 8 occasions per year) = 3 points</p> <p>Is a regular guest lecturer at professional military programmes or senior executive programmes (more than 8 occasions per year) = 6 points</p> <p>Is a facilitator at recognized executive development program of at least one week duration = 6 points</p> <p>Is a regular guest lecturer at professional military programmes or senior executive programmes (more than 8 occasions per year) <b>and</b> facilitator at recognized executive development program of at least one week duration = 12 points</p> <p>Is a course instructor at a recognized executive development program of at least one week duration = 12 points</p> <p>Is a course instructor in a recognized graduate programme = 15 points</p> <p>Is a full time facilitator or mentor in recognized executive development program for a minimum of 8 continuous weeks = 15 points</p>			
<p><b>P4.</b> Provide evidence that the resource has had significant senior level experience in service to Canada, as indicated by the most senior rank that he/she has attained. (MAX 15 points).</p> <p>Less than Major-General/Rear-Admiral or EX 03 level = 0 point</p> <p>Major-General/Rear-Admiral or EX 03 and EX 04 level = 10 points</p> <p>Lieutenant-General/Vice-Admiral and above, EX 05 level and above, political leadership role (such as parliamentary secretary or cabinet minister) = 15 points</p>	15		
<p><b>P5.</b> Provide evidence that the resource has a relevant graduate degree.</p> <p>Other Masters degrees = 1 point</p> <p>Masters in Engineering, Applied Science, Science = 2 points</p>	5		

<p>Masters in Defence Studies, Masters in Business or Masters in Public Administration = 3 points</p> <p>Masters in Arts in a field relating to Canadian security studies (including, but not limited to political science, war studies, military history, Canadian studies) = 5 points</p>			
<p><b>P6.</b> Provide evidence that the resource has specific knowledge of CFC and the delivery of its programmes.</p> <p>Graduate of at least one CFC programme or its equivalent as approved by the Project Authority = 1 point</p> <p>Previously employed by the CFC in a Directing Staff or Department Head position or equivalent = 1 point</p> <p>Graduate of more than one CFC programme their equivalents as approved by the Project Authority = 3 points</p> <p>Previously employed by the CFC in a Senior Mentor staff or Director position or higher = 5 points</p>	5		
<p><b>P7.</b> Provide evidence that the resource has:</p> <p>Knowledge of current strategic trends in national government thought and practices, including the strategic level of international policy and national level management processes for whole of government operations. Evidence of this knowledge must be demonstrated during the past 5 years to include the following:</p> <p>Participation in security studies continuing education activities = 3 points</p> <p>Consultations with the Government of Canada in security related activities = 3 points</p> <p>Publication of articles in recognized journals = 3 points</p> <p>Active engagement with a security related "think tank" = 3 points</p> <p>Any combination of the above activities = 5 points</p>	5		
<p><b>Total Points Available for Each Proposed Resource:</b></p>	<b>80 points</b>		

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<b>Minimum mandatory pass mark for each resource is 56 points.</b>	<b>Has the resource met the minimum pass mark? (Check "Yes" or "No")</b> Yes _____ No _____
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**Appendix 1 to Annex "B", List of Acceptable Professional Education**

<b>Program</b>	<b>Institution</b>	<b>Location</b>	<b>Country</b>
National Security Programme (NSP)	Canadian Forces College	Toronto, ON	Canada
Defence and Strategic Studies Course (DSSC)	Australian Defence College (ADC) Centre for Defence and Strategic Studies (CDSS)	Canberra	Australia
Senior Policy and Strategy Course (CAEP)	Escola Superior de Guerra (ESG) (Superior War School)	Rio de Janeiro	Brazil
National Defence Course (NDC)	Pakistan National Security College (NSC), National Defence University (NDU)	Islamabad	Pakistan
Postgraduate Defence Policy Studies (PDPS)	National Defence University (NDU)	Warsaw	Poland
Royal College of Defence Studies (RCDS)	Royal College of Defence Studies (RCDS)	London	UK
Industrial College of the Armed Forces (ICAF)	National Defence University (NDU)	Washington, D.C.	USA
Inter-American Defence College (IADC)	Inter-American Defence College (IADC)	Washington, D.C.	USA
National War College (NWC)	National Defence University (NDU)	Washington, D.C.	USA
Naval Command College (NCC)	US Naval War College	Newport, Rhode Island	USA
International Counterterrorism Fellowship Program (ICTF)	National Defence University (NDU), College of International Security Affairs (CISA)	Washington, D.C.	USA
US Air War College (residential and DL)	Air University (AU)	Maxwell AFB, Alabama	USA
US Army War College (residential and DL)	US Army War College (USAWC)	Carlisle Barracks, Pennsylvania	USA
US Marine Corps War College (MCWAR)	Marine Corps University (MCU)	Quantico, Virginia	USA
Leadership in International Security Course (LISC)	Geneva Centre for Security Policy (GCSP)	Geneva	Switzerland
Advanced Operational Art Studies Fellowship (AOASF)	US Army's School of Advanced Military Studies (SAMS)	Fort Leavenworth, Kansas	USA
Israel National Defense College (INDC)	Israel National Defense College (INDC)	Herzliya	Israel
Master in National Security Administration (MNSA)	National Defense College of the Philippines (NDCP)	Quezon City	Philippines

**ANNEX "C"**

**BASIS OF PAYMENT**

The Contractor will be paid the following firm all-inclusive per diem rates for work performed under this Contract, in accordance with Annex "A", during the Contract period. Goods and Services Tax (GST) or Harmonized Sales Tax (HST) extra.

No overtime charges will be authorized under this Contract. A day is defined as 7.5 hours exclusive of meal breaks. Time worked which is less than a day shall be prorated to reflect actual time worked in accordance with the following formula:

$$\frac{\text{Hours worked}}{7.5} \times \text{Firm per diem rate}$$

**NOTE TO BIDDER:**

*In the event that any Primary Resource proposed for the Contract Period is deemed non-responsive as part of the technical evaluation, the firm per diem rate of the Substitute Resource proposed for the same timeslot will be applied to the financial calculation of the Bidder's bid evaluation price. If both the Primary Resource and the Substitute Resource proposed in the same timeslot are deemed non-responsive, the bid will be declared as non-responsive and considered no further.*

*All font in italics will be deleted at time of Contract Award.*

**CONTRACT PERIOD:**

**Programme Academic Year 1 (August 2016 – June 2017)**

**1) Labour**

<u>Resource Cost</u> Rotation 1: August 2016 - December 2016	<u>Resource Cost</u> Rotation 2: January 2017 - March 2017	<u>Resource Cost</u> Rotation 3: April 2017 - June 2017
Name of Primary Resource:  Firm: \$ _____ per diem x 70 days (estimated)	Name of Primary Resource:  Firm: \$ _____ per diem x 70 days (estimated)	Name of Primary Resource:  Firm: \$ _____ per diem x 70 days (estimated)
Name of Primary Resource:  Firm: \$ _____ per diem x 70 days (estimated)	Name of Primary Resource:  Firm: \$ _____ per diem x 70 days (estimated)	Name of Primary Resource:  Firm: \$ _____ per diem x 70 days (estimated)
Name of Primary Resource:	Name of Primary Resource:	Name of Primary Resource:

_____ Firm: \$ _____ per diem x 70 days (estimated)	_____ Firm: \$ _____ per diem x 70 days (estimated)	_____ Firm: \$ _____ per diem x 70 days (estimated)
Name of Substitute Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)	Name of Substitute Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)	Name of Substitute Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)

**2) Travel and Living Expense Est. Cost: \$25,000 per programme academic year**

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the:

National Joint Council Travel Directive

and with the other provisions of the directive referring to “travellers”, rather than those referring to “employees”.

All travel must have the prior authorization of the Technical Authority.  
All payments are subject to government audit.

**Optional Programme Academic Option Period 1 (August 2017 – June 2018)**

**3) Labour**

<u>Resource Cost</u> Rotation 1: August 2017 - December 2017	<u>Resource Cost</u> Rotation 2: January 2018 - March 2018	<u>Resource Cost</u> Rotation 3: April 2018 - June 2018
Name of Primary Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)	Name of Primary Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)	Name of Primary Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)
Name of Primary Resource: _____ 	Name of Primary Resource: _____ 	Name of Primary Resource: _____ 

Firm: \$_____ per diem x 70 days (estimated)	Firm: \$_____ per diem x 70 days (estimated)	Firm: \$_____ per diem x 70 days (estimated)
Name of Primary Resource: _____ Firm: \$_____ per diem x 70 days (estimated)	Name of Primary Resource: _____ Firm: \$_____ per diem x 70 days (estimated)	Name of Primary Resource: _____ Firm: \$_____ per diem x 70 days (estimated)
Name of Substitute Resource: _____ Firm: \$_____ per diem x 70 days (estimated)	Name of Substitute Resource: _____ Firm: \$_____ per diem x 70 days (estimated)	Name of Substitute Resource: _____ Firm: \$_____ per diem x 70 days (estimated)

**4) Travel and Living Expense Est. Cost: \$25,000 per programme academic year**

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the:

National Joint Council Travel Directive

and with the other provisions of the directive referring to “travellers”, rather than those referring to “employees”.

All travel must have the prior authorization of the Technical Authority.  
All payments are subject to government audit.

**Optional Programme Academic Option Period 2 (August 2018 – June 2019)**

**5) Labour**

<u>Resource Cost</u> Rotation 1: August 2018 - December 2018	<u>Resource Cost</u> Rotation 2: January 2019 - March 2019	<u>Resource Cost</u> Rotation 3: April 2019 - June 2019
Name of Primary Resource: _____ Firm: \$_____ per diem x 70 days (estimated)	Name of Primary Resource: _____ Firm: \$_____ per diem x 70 days (estimated)	Name of Primary Resource: _____ Firm: \$_____ per diem x 70 days (estimated)

Name of Primary Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)	Name of Primary Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)	Name of Primary Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)
Name of Primary Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)	Name of Primary Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)	Name of Primary Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)
Name of Substitute Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)	Name of Substitute Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)	Name of Substitute Resource: _____ Firm: \$ _____ per diem x 70 days (estimated)

**6) Travel and Living Expense Est. Cost: \$25,000 per optional programme academic year**

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the:

National Joint Council Travel Directive

and with the other provisions of the directive referring to “travellers”, rather than those referring to “employees”.

All travel must have the prior authorization of the Technical Authority.  
All payments are subject to government audit.

Solicitation No. - N° de l'invitation  
W8160-150058/B  
Client Ref. No. - N° de réf. du client  
W8160-15-0058

Amd. No. - N° de la modif.  
File No. - N° du dossier  
KIN-5-44236

Buyer ID - Id de l'acheteur  
kin620  
CCC No./N° CCC - FMS No./N° VME

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**ANNEX "D"**

**SECURITY REQUIREMENTS CHECK LIST**

*(attached)*

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Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat

W8160-15-0058 (CONFIRM)

Security Classification / Classification de sécurité  
UNCLAS

**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 <b>DEPARTMENT OF NATIONAL DEFENCE</b>	2. Branch or Directorate / Direction générale ou Direction <b>CANADIAN FORCES COLLEGE</b>	
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 The Canadian Forces College (CFC) has a requirement for Contractor to provide resources to be Senior Mentors for the National Security Programme, to be conducted at the College starting in August 2016. The resources will act as mentors and assessors for three (3) or four (4) syndicates of approximately 7-12 students under the College's small group learning concept. The students are senior Canadian Armed Forces officers, international officers, and senior executives from other government departments.		
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	
6. 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"/>	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>	
Not releasable / À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies): / Préciser le(s) pays	Specify country(ies): / Préciser le(s) pays	
7. c) Level of information / Niveau d'information		
PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>	NATO SECRET / NATO SECRET <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
SECRET <input type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET <input type="checkbox"/>
TOP SECRET <input type="checkbox"/>		TOP SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) <input type="checkbox"/>
TRÈS SECRET (SIGINT) <input type="checkbox"/>		TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SC 1 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLAS





Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat WB160-16-0058 (CONFIRM)
Security Classification / Classification de sécurité UNCLAS

**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 / Non  Yes / 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 / Non  Yes / Oui

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

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

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

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

Special comments:  
Commentaires spéciaux :

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

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

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

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

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

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

**PRODUCTION**

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

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

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

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



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Security Classification / Classification de sécurité UNCLAS

**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 RESTRICTÉE	NATO CONFIDENTIAL / NATO CONFIDENTIEL	NATO SECRET	COMSEC TOP SECRET / COMSEC TRÈS SECRET	PROTECTED / PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET / TRÈS SECRET
											A	B	C			
Information / Assets / Services / Services / Bases / Installations																
IT Media / Support / IT / Services / IT / Services / IT / Services																
IT / Services / IT / Services / IT / Services																
IT / Services / IT / Services / IT / Services																

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).



Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat W8160-15-0058 (CONFIRM)
Security Classification / Classification de sécurité UNCLAS

PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13 Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées) LCDr Pascal Godbout		Title - Titre NSP Programme Officer - CFC	Signature 
Telephone No. - N° de téléphone 416-482-6800 local 6630	Facsimile No. - N° de télécopieur 416-482-6906	E-mail address - Adresse courriel godbout@clc.dnd.ca	Date 12 Nov 15
14 Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) Wyn Murray SRCL Team Lead Tel: 613-996-0274		Title - Titre DDSO - Industrial Security	Signature 
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel Email: <a href="mailto:dawn.murray@forces.gc.ca">dawn.murray@forces.gc.ca</a>	Date 16 Nov 15
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 checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
16 Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées) Lee E Boos		Title - Titre CFC/Sydney/Porter	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) KRIS BAKER		Title - Titre CONTRACT SECURITY OFFICER	Signature 
Telephone No. - N° de téléphone 613-941-5189	Facsimile No. - N° de télécopieur 613-948-1712	E-mail address - Adresse courriel KRISTOPHER.BAKER@TBAC-PolSec.GC.CA	Date 17/11/15