



**Return Bids to :**

[NRCAN.quebec\\_bid\\_soumission-quebec\\_bid\\_soumission.RNCAN@canada.ca](mailto:NRCAN.quebec_bid_soumission-quebec_bid_soumission.RNCAN@canada.ca)

**Request for Proposal (RFP)  
Demande de proposition (DDP)**

*The Bidder offers to provide to Canada the goods, services or both listed in the bid solicitation in accordance with the conditions set out in the bid solicitation and at the prices set out in the bid.*

**Comments – Commentaires**

**Issuing Office – Bureau de distribution**

Natural Resources Canada  
1055, du PEPS, PO Box 10380  
Quebec, QC  
G1V 4C7

<b>Title – Sujet</b>  <b>Advanced Leadership Course and Communications Training</b>	
<b>Solicitation No. – No de l'invitation</b> <b>RNCAN- 5000025626</b>	<b>Date</b> September 14, 2016
<b>Requisition Reference No. - N° de la demande</b> 134247	
<b>Solicitation Closes – L'invitation prend fin</b> <b>at – à 02:00 PM EDT</b> <b>on – le October 24, 2016</b>	
<b>Address Enquiries to: - Adresse toutes questions à:</b>  <a href="mailto:france.bolduc@canada.ca">france.bolduc@canada.ca</a>	
<b>Telephone No. – No de telephone</b> 418 648-5043	<b>Fax No. – No. de Fax</b>
<b>Destination – of Goods, Services and Construction:</b> <b>Destination – des biens, services et construction:</b>  Natural Resources Canada Canmet ENERGY 1615 Bld. Lionel-Boulet Varenes, QC J3X 1S6	
<b>Security – Sécurité</b>  There are security requirements associated with this requirement.	
<b>Vendor/Firm Name and Address</b> <b>Raison sociale et adresse du fournisseur/de l'entrepreneur</b>    <b>Telephone No.:- No. de téléphone:</b> <b>Facsimile No.:- No. de télécopieur:</b>	
<b>Name and Title of person authorized to sign on behalf of Vendor/Firm (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>



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## TABLE OF CONTENTS

<b>PART 1 - GENERAL INFORMATION</b> .....	<b>5</b>
1.1 INTRODUCTION.....	5
1.2 SUMMARY.....	5
1.3 DEBRIEFINGS.....	5
<b>PART 2 - BIDDER INSTRUCTIONS</b> .....	<b>6</b>
2.1 STANDARD INSTRUCTIONS, CLAUSES AND CONDITIONS.....	6
2.2 SUBMISSION OF BIDS.....	6
2.3 ENQUIRIES - BID SOLICITATION.....	7
2.4 APPLICABLE LAWS.....	7
2.5 IMPROVEMENT OF REQUIREMENT DURING SOLICITATION PERIOD.....	7
<b>PART 3 - BID PREPARATION INSTRUCTIONS</b> .....	<b>8</b>
3.1 BID PREPARATION INSTRUCTIONS.....	8
<b>PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION</b> .....	<b>9</b>
4.1 EVALUATION PROCEDURES.....	9
4.2 BASIS OF SELECTION.....	9
<b>PART 5 - CERTIFICATIONS AND ADDITIONAL INFORMATION</b> .....	<b>11</b>
5.1 CERTIFICATIONS REQUIRED WITH THE BID.....	11
5.2 CERTIFICATIONS PRECEDENT TO CONTRACT AWARD AND ADDITIONAL INFORMATION.....	11
<b>PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS</b> .....	<b>16</b>
6.1 SECURITY REQUIREMENTS.....	16
<b>PART 7 - RESULTING CONTRACT CLAUSES</b> .....	<b>17</b>
7.1 STATEMENT OF WORK.....	17
7.2 STANDARD CLAUSES AND CONDITIONS.....	17
7.3 DISPUTE RESOLUTION.....	17
7.4 SECURITY REQUIREMENTS.....	18
7.5 TERM OF CONTRACT.....	18
7.6 AUTHORITIES.....	19
7.7 PROACTIVE DISCLOSURE OF CONTRACTS WITH FORMER PUBLIC SERVANTS.....	19
7.8 PAYMENT.....	20
7.9 INVOICING INSTRUCTIONS.....	21
7.10 CERTIFICATIONS.....	21
7.11 APPLICABLE LAWS.....	21
7.12 PRIORITY OF DOCUMENTS.....	22
7.13 INSURANCE.....	22
7.14 CONTRACT ADMINISTRATION.....	22
<b>ANNEX A - STATEMENT OF WORK</b> .....	<b>23</b>
<b>ANNEX B - BASIS OF PAYMENT</b> .....	<b>26</b>
<b>ANNEX C - SECURITY REQUIREMENTS CHECK LIST</b> .....	<b>27</b>



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<b>APPENDIX 1 - EVALUATION CRITERIA.....</b>	<b>31</b>
<b>APPENDIX 2 – FINANCIAL PROPOSAL FORM.....</b>	<b>37</b>
<b>APPENDIX 3 – BREAKDOWN OF ACTIVITIES BY PHASE .....</b>	<b>39</b>



This Model Bid Solicitation contains samples of the terms that will form the basis for any future requests for proposals (RFPs) of Natural Resources Canada (NRCAN).

To the extent possible, these Articles are written as they will appear in any future RFP(s). However, individual RFPs and the Resulting Contract Clauses may be modified to suit individual requirements. For example, the nature of the requirement, the term of the resulting Contract, the evaluation methodology and the basis of payment clauses may all be tailored to individual requirements.

The Articles in the Resulting Contract Clauses are mandatory in their entirety, unless otherwise indicated. Acceptance of these Articles, in their entirety, as they appear in this Annex, is a Mandatory requirement of this RFP. Suppliers submitting an Offer containing statements implying that their Offer is conditional on modification of these clauses or containing terms and conditions that purport to supersede these clauses or derogate from them will be considered non-responsive.

**Offerors with concerns regarding the provisions of the Model Bid Solicitation (including the Resulting Contract Clauses) should raise such concerns in accordance with the Enquiries provision of this RFP.**



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## PART 1 - GENERAL INFORMATION

### 1.1 Introduction

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

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

The Appendixes include the Evaluation Criteria, the Financial Proposal Form and Breakdown of activities.

### 1.2 Summary

By means of the RFP, NRCAN is seeking proposals from bidders to develop a training program and coaching in leadership for a group of 20 people and a communication training program (learn to assert, able to listen, understand and learn communication skills to resolve conflicts) for about 100 people.

Services are required for the Centre of Science and Energy Technology CanmetENERGY located in Varennes and the contract will be valid from the date of contract award to March 31, 2018.

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.

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 Agreement on Internal Trade (AIT), Canada-Chile Free Trade Agreement (CCFTA), Canada-Colombia Free Trade Agreement and Canada-Panama Free Trade Agreement.

### 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 fifteen (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>) 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 with the modifications to the text below. If there is a conflict between the provisions of 2003 and this document, this document prevails.

- **In the complete text content (except Section 3) Delete:** Public Works and Government Services Canada” and **Insert:** “Natural Resources Canada.” **Delete:** “PWGSC” and **Insert:** “NRCAN”
- **Section 2:** **Delete:** “Suppliers are required to” and **Insert:** “It is suggested that suppliers”
- **Subsection 1 of Section 8:**  
**Delete:** Unless specified otherwise in the bid solicitation, bids may be submitted by facsimile. The only acceptable facsimile number for responses to bid solicitations issued by PWGSC headquarters is 819-997-9776 or, if applicable, the facsimile number identified in the bid solicitation. The facsimile number for responses to bid solicitations issued by PWGSC regional offices is identified in the bid solicitation
- **Under Subsection 2 of Section 20:** Not applicable

### 2.2 Submission of Bids

It is the Bidders responsibility to ensure that proposals are sent to the following e-mail address, by the time and date indicated on page 1 of this RFP document:

[NRCAN.quebec\\_bid\\_soumission-quebec\\_bid\\_soumission.RNCAN@canada.ca](mailto:NRCAN.quebec_bid_soumission-quebec_bid_soumission.RNCAN@canada.ca)

#### **IMPORTANT**

It is requested that you write the following information in “Subject” of the e-mail:

**RNCAN-5000025626 - Advanced Leadership Course and Communications Training**

The address above is reserved for the submission of your proposal. No other communication should be sent to that address.

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

**NRCAN will not assume responsibility for proposals directed to any other location.**

The onus is on the Bidder to ensure that the proposal is submitted correctly to the above address. Not complying with the above instructions may result in NRCAN’s inability to ascertain reception date and/or to consider the bid prior to contract award. Therefore, NRCAN reserves the right to reject any proposal not complying with these instructions.



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### **2.3 Enquiries - Bid Solicitation**

All enquiries must be submitted in writing to the Contracting Authority no later than five (5) 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.

### **2.4 Applicable Laws**

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

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.

### **2.5 Improvement of Requirement During Solicitation Period**

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least five (5) days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.



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## **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 (1 electronic copy)

Section II: Financial Bid (1 electronic copy) in a separate file

Section III: Certifications (1 electronic 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) format;
- (b) use a numbering system that corresponds to the bid solicitation.

#### **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**

Bidders must submit their financial bid in accordance with the Financial Proposal Form in Appendix 2. The total amount of Applicable Taxes must be shown separately.

#### **Section III: Certifications**

Bidders must submit the certifications required under Part 5.





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## **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**

Mandatory and point rated technical evaluation criteria are included in Appendix 1 – Evaluation Criteria.

#### **4.1.2 Financial Evaluation**

Mandatory financial evaluation criteria are included in Appendix 1 – Evaluation Criteria.

### **4.2 Basis of Selection**

#### **4.2.1 Highest Combined Rating of Technical Merit and Average Hourly Rate**

1. To be declared responsive, a bid must:
  - a. comply with all the requirements of the bid solicitation; and
  - b. meet all mandatory criteria; and
  - c. obtain the required minimum of 81 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 135 points.
2. Bids not meeting (choose (a) or (b) or (c)) will be declared non-responsive.
3. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70% for the technical merit and 30% for the average hourly rate.
4. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 70 %.
5. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated average hourly rate and the ratio of 30%.
6. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
7. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.



The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 70/30 ratio of technical merit and average hourly rate, respectively. The total available points equal 100 and the lowest evaluated average hourly rate is \$64.00.

<b>Basis of Selection</b>				
<b>Highest Combined Rating of Technical Merit (70%) and Average Hourly Rate (30%)</b>				
		<b>Bidder 1</b>	<b>Bidder 2</b>	<b>Bidder 3</b>
<b>Overall Technical Score</b>		88/100	86/100	80/100
<b>Average hourly rate</b> * Represents the lowest average hourly rate.		\$67.00	\$69.00	\$64.00 *
<b>Calculations</b>	<b>Technical Merit Score</b>	88/100 X 70 = 61.60	86/100 X 70 = 60.20	80/100 X 70 = 56.00
	<b>Pricing Score</b>	*64/67 X 30 = 28.66	*64/69 X 30 = 27.83	*64/64 X 30 = 30.00
<b>Combined Rating</b>		90.26	88.03	86.00
<b>Overall Rating</b>		1st	2 <sup>nd</sup>	3rd

**Average Hourly Rate Calcul**

<b>Example Average Hourly Rate</b>				
<b>DELIVRABLE</b>	<b>PROPOSED PERSONNAL NAME</b>	<b>NUMBER OF HOURS</b>	<b>FIRM HOURLY RATE</b>	<b>TOTAL COST</b>
		<b>A</b>	<b>B</b>	<b>A x B = C</b>
Phase I	MR. DUBOIS	10 HRS	\$ 50.00	\$ 500.00
PHASE II	MRS DEMERS	40 HRS	\$ 60.00	\$ 2,400.00
PHASE III	MR. BEAUDOIN	30 HRS	\$ 70.00	\$ 2,100.00
TOTAL		80 HRS TOTAL A		\$ 5,000.00 TOTAL C
<b>AVERAGE HOURLY RATE = TOTAL C / TOTAL A</b> <b>\$ 5000.00 / 80 HRS</b> <b>AVERAGE HOURLY RATE = \$62.50</b>				



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## **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 the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

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

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

#### **5.1.1 Declaration of Convicted Offences**

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 – List of Names**

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.

- 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 or, in the case of a private company, the owners of the company.
- Bidders bidding as sole proprietorship, as well as those bidding as a joint venture, must provide the name of the owner(s).
- Bidders bidding as partnerships do not need to provide lists of names.

Name of Bidder: \_\_\_\_\_

OR

Name of each member of the joint venture:



Member 1: \_\_\_\_\_  
 Member 2: \_\_\_\_\_  
 Member 3: \_\_\_\_\_  
 Member 4: \_\_\_\_\_

Identification of the administrators/owners:

SURNAME	NAME	TITLE

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

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

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](#)" list at the time of contract award.

### 5.2.3 Status and Availability of Resources

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

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



#### 5.2.4 Education and Experience

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

#### 5.2.5 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.

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.

### **5.2.6 Aboriginal Designation**

Who is eligible?

- a. An Aboriginal business, which can be:
  - i. a band as defined by the Indian Act
  - ii. a sole proprietorship
  - iii. a limited company
  - iv. a co-operative
  - v. a partnership
  - vi. a not-for-profit organization

in which Aboriginal persons have at least 51 percent ownership and control,

OR



- b. A joint venture consisting of two or more Aboriginal businesses or an Aboriginal business and a non-Aboriginal business(es), provided that the Aboriginal business(es) has at least 51 percent ownership and control of the joint venture.

When an Aboriginal business has six or more full-time employees at the date of submitting the bid, at least thirty-three percent of them must be Aboriginal persons, and this ratio must be maintained throughout the duration of the contract.

The supplier must certify in its submitted bid that it is an Aboriginal business or a joint venture constituted as described above.

Our Company is NOT an Aboriginal Firm

Our Company is an Aboriginal Firm, as identified above. The bidder must complete the certificate from the appropriate clause below:

SACC Manual clauses [A3000T](#), [A3001T](#), [M3030T](#), [M9030T](#), [S3035T](#) and [S3035T](#) contain a certification that suppliers must complete and submit with their bid/offer/arrangement. Failure by suppliers to submit this completed certification form with their bids/offers/arrangements will render the bid/offer/arrangement non-responsive.



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## PART 6 - SECURITY, FINANCIAL AND OTHER 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 site(s) 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.





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## 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 Contractor must perform the Work in accordance with the Statement of Work at Annex "\_\_\_\_" and the Contractor's technical bid entitled \_\_\_\_\_, dated \_\_\_\_\_. (*to be completed at contract award*)

#### 7.1.1 Optional Goods and/or Services

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

The Contracting Authority may exercise the option at any time before March 31, 2018 by sending a written notice to the Contractor.

### 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

[2010B](#) (2016-04-04), General Conditions – Professional Services - Medium Complexity, apply to and form part of the Contract.

- As applicable, replace references to Public Works and Government Services Canada (PWGSC) with Natural Resources Canada (NRCAN).

### 7.3 Dispute Resolution

#### *Mediation*

If a dispute arising from this contract cannot be settled amicably through negotiation, then the parties agree in good faith to submit the dispute to mediation as administered by the Arbitration and Mediation Institute of Canada Inc. (AMIC). The parties acknowledge receipt of the rules of AMIC. The cost of mediation shall be borne equally by the parties.

#### *Arbitration*

If the parties cannot resolve the dispute through mediation within sixty (60) days, the parties agree to submit the dispute to arbitration pursuant to the Commercial Arbitration Act (Canada). The party requesting such arbitration shall do so by written notice to the other party/parties. The cost of the arbitration and fees of the arbitrator shall be borne equally by the parties. The arbitration shall take place in the city where the contractor carries on business before a single arbitrator to be chosen jointly by the parties. If the parties cannot agree on the choice of arbitrator within thirty (30) days of written notice to submit the dispute to arbitration, each party will choose a representative who will select the arbitrator.



The parties may determine the procedure to be followed by the arbitrator in conducting the proceedings, or may ask the arbitrator to do so. The arbitrator shall issue a written award within thirty (30) days of hearing the parties. The award may be entered in any court having jurisdiction and enforced as a judgment of that court.

#### *Meaning of "Dispute"*

The parties agree that the word "dispute" in this clause refers to a dispute of fact or of law, other than a dispute of public law.

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the *Department of Public Works and Government Services Act* will, on request or consent of the parties to participate in an alternative dispute resolution process to resolve any dispute between the parties respecting the interpretation or application of a term and condition of this contract and their consent to bear the cost of such process, provide to the parties a proposal for an alternative dispute resolution process to resolve their dispute. The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-734-5169 or by e-mail at [boa.opo@boa.opo.gc.ca](mailto:boa.opo@boa.opo.gc.ca).

## **7.4 Security Requirements**

**7.4.1** 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 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.
5. The Contractor/Offeror must comply with the provisions of the:
  - (a) Security Requirements Check List and security guide (if applicable), attached at Annex C;
  - (b) Industrial Security Manual (Latest Edition).

## **7.5 Term of Contract**

### **7.5.1 Period of the Contract**

The period of the Contract is from date of Contract to March 31, 2018 inclusive.



## 7.6 Authorities

### 7.6.1 Contracting Authority

The Contracting Authority for the Contract is:

France Bolduc  
Procurement Specialist  
Natural Resources Canada  
1055 P.E.P.S, PO Box 10380  
Quebec, QC G1V 4C7  
418 648-5043  
[france.bolduc@canada.ca](mailto:france.bolduc@canada.ca)

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

### 7.6.2 Project Authority *(to be provided at contract award)*

The Project Authority for the Contract is:

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone:        \_\_\_ - \_\_\_ - \_\_\_\_\_  
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.

### 7.6.3 Contractor's Representative *(to be provided at contract award)*

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone:   \_\_\_ - \_\_\_ - \_\_\_\_\_  
E-mail address: \_\_\_\_\_

## 7.7 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 websites as part of the published proactive disclosure reports, in accordance with [Contracting Policy Notice: 2012-2](#) of the Treasury Board Secretariat of Canada.

## **7.8 Payment**

### **7.8.1 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.

#### **7.8.1.1 Limitation of Expenditure**

1. Canada's total liability to the Contractor under the Contract must not exceed \$ \_\_\_\_\_ (*insert the amount from 7.8.1*). 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.

### **7.8.2 Method of Payment**

#### **Monthly Payment**

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.



### 7.8.3 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 Contractor must repay any overpayment, at Canada's request.

### 7.9 Invoicing Instructions

Invoices shall be submitted using one of the following methods:

<p><u>Email:</u></p> <p><a href="mailto:NRCAN.invoice_imaging-service_dimagerie_des_factures.RNCAN@canada.ca">NRCAN.invoice_imaging-service_dimagerie_des_factures.RNCAN@canada.ca</a></p> <p><b>Note:</b> Attach invoice in PDF format. No other format will be accepted.</p>
<b>OR</b>
<p><u>Fax:</u></p> <p>National Capital Region: <b>613-947-0987</b> Or Toll Free: <b>1-877-947-0987</b></p> <p><b>Note:</b> Use highest quality settings available.</p>

Please do not submit invoices using more than one method as this will not expedite payment.

Invoices and all documents relating to a contract must be submitted on the Contractor's own form and shall bear the following reference numbers: Contract number: \_\_\_\_\_

**Invoicing Instructions to suppliers:** <http://www.nrcan.gc.ca/procurement/3485>

### 7.10 Certifications

#### 7.10.1 Compliance

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

### 7.11 Applicable Laws

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



### 7.12 Priority of Documents

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

- (a) the Articles of Agreement;
- (b) the general conditions [2010B](#) (2016-04-04) Professional Services - Medium Complexity
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) Annex C, Security Requirements Check List;
- (f) the Contractor's bid dated \_\_\_\_\_, (*insert date of bid*)

### 7.13 Insurance

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

### 7.14 Contract Administration

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the *Department of Public Works and Government Services Act* will review a complaint filed by [*the supplier or the contractor or the name of the entity awarded this contract*] respecting administration of this contract if the requirements of Subsection 22.2(1) of the *Department of Public Works and Government Services Act* and Sections 15 and 16 of the *Procurement Ombudsman Regulations* have been met, and the interpretation and application of the terms and conditions and the scope of the work of this contract are not in dispute. The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-734-5169 or by e-mail at [boa.opo@boa.opo.gc.ca](mailto:boa.opo@boa.opo.gc.ca).



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## ANNEX A - STATEMENT OF WORK

### Advanced Leadership Course and Communications Training

#### **BACKGROUND**

Natural Resources Canada – CanmetENERGY in Varennes would like to provide an advanced leadership training and coaching program for a targeted group of employees.

This program will be addressed to employees well positioned to assume a leadership role in the organization: scientific leadership, project managers, deployment program managers, etc. It is a feeder group and these people have leadership potential, but have little or no management experience.

A psychometric assessment of participants will be conducted by the firm selected. The participants will have already been assessed on their leadership skills, internally. The leadership skill assessment reports (Protected B) will be provided to the firm selected for analysis and the creation of a personal development plan for each participant.

CanmetENERGY in Varennes's Advanced Leadership Program is part of a larger initiative, the Leadership Program, which is already in place and will identify and strengthen the leadership skills of these individuals.

Further, Natural Resources Canada – CanmetENERGY in Varennes would like to offer all of its employees (100) communications training that specifically targets the skills needed to foster efficient communications among employees.

#### **OBJECTIVES**

By the end of the Advanced Leadership Program, each participant will be aware of his/her strengths and weaknesses in order to understand his/her leadership style, and will have completed a series of training and tailored coaching sessions to enable him/her to develop his/her leadership abilities in order to respond well to various management situations. Designated skills are the Public Service Leadership Competencies, including:

- Creating vision and strategy.
- Mobilizing people.
- Upholding integrity and respect.
- Collaborating with partners and stakeholders.

#### **REQUIREMENTS OF THE MANDATE**

The present mandate comprises two components: the Advanced Leadership Program and the Communications Training Program.

##### **A) The Advanced Leadership Program includes three phases:**

**Phase I:** Psychometric assessment of each participant (total of 20 people), analysis of the results of the leadership skills assessment, and development of a personal training plan.

**Phase II:** Group training in NRCAN offices in Varennes, on chosen themes based on the development needs identified during Phase I.



- The training shall have two components; a theoretical portion and a practical portion consisting of case studies and discussions of real cases brought forth by participants.
- The training material provided to the employees must be in French. It will be considered as an asset to have the training material in English as well.

**Phase III:** Individual coaching: a block of 250 hours of coaching will be provided. The distribution of these hours will depend on each person's needs and will be determined in due course.

**Languages:** All the individual meetings and individual coaching sessions must be in French or in English, based on employee preference.

**Schedule:** During normal working hours, between 9 a.m. and 4 p.m.

**Location:** NRCAN will provide rooms where the contractor can meet employees.

**Attendance:** A time sheet must be signed by each employee during the meetings.

**Appointment scheduling:** A 24-hour period must be given to employees for making appointments.

**Unforeseen absences:** Canada will pay the service provider for a learner's unforeseen absences when written notice was given less than 48 hours in advance.

### **B) Communications Training Program**

The communications component aims to develop skills like self-assertion, listening, understanding, and communicating in situations of conflict, etc. This training should comprise practical sessions to help participants explore and evaluate their skills.

Two training sessions will be offered for groups of 10-12 people per session.

#### **Optional goods and (or) services (see 7.1.1)**

Six additional training sessions will be optional. The decision to offer the additional sessions will be made after the first two sessions, based on client satisfaction as well as budget availability.

### **CALENDAR & DELIVERABLES**

#### **A. Leadership Component**

The mandate is divided into three phases:

	Description	Deliverables	Deadline
Phase I	Assessment and preparation of the development plans	<ul style="list-style-type: none"> <li>✓ Kick-off meeting with the Director General (DG).</li> <li>✓ Psychometric assessment of all 20 participants.</li> <li>✓ Analysis of the leadership skills assessment reports (the assessment will have already been conducted internally).</li> <li>✓ Individual meetings with the 20 candidates to review their strengths and weaknesses in order to help them prepare a development plan.</li> <li>✓ Debriefing meeting with the Director General.</li> </ul>	End of December 2016
Phase II	Implementation of the training	<ul style="list-style-type: none"> <li>✓ Present to the DG, and validate with him, the tailored training program that will be delivered, based on</li> </ul>	May 31, 2017





	Description	Deliverables	Deadline
	<b>program delivered in French</b>	development needs identified in Phase I. ✓ Deliver the group training.	
<b>Phase III</b>	<b>Individual coaching</b>	✓ Coaching with each participant to help direct them in the development and improvement of their abilities.	March 31, 2018

**B. Communications Component**

	Description	Deliverables	Deadline
<b>Mandatory sessions (2)</b>	<b>Training for groups of 10-12 people</b>	✓ Deliver the group training.	March 31, 2017
<b>Optional sessions (6)</b>	<b>Training for groups of 10-12 people</b>	✓ Deliver the group training.	March 31, 2018



## ANNEX B - BASIS OF PAYMENT

*(To be completed once the contract has been awarded)*



ANNEX C - SECURITY REQUIREMENTS CHECK LIST

**RECEIVED**  
SEP 09 2016

Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat: 134247 (16-117)

Security Classification / Classification de sécurité: UNCLASSIFIED

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 / Natural Resources Canada  
Ministère ou organisme gouvernemental d'origine

2. Branch or Directorate / Direction générale ou Direction  
SITE - CarmetÉnergie Varennes

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  
Programme de formation et de coaching en leadership avancé et techniques de communication efficace

5. a) Will the supplier require access to Controlled Goods?  
Le fournisseur aura-t-il accès à des marchandises contrôlées?  No /  Yes / Non / 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?  No /  Yes / Non / 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?  No /  Yes / Non / Oui  
(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)

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.  No /  Yes / Non / 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?  No /  Yes / Non / 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

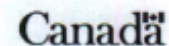
No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/> Not releasable / À ne pas diffuser <input type="checkbox"/> Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	All NATO countries / Tous les pays de l'OTAN <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:
--	--	--

7. c) Level of information / Niveau d'information

PROTECTED A / PROTÉGÉ A <input 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 / SECRET <input type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET / SECRET <input type="checkbox"/>
TOP SECRET / TRÈS SECRET <input type="checkbox"/>		TOP SECRET / TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 360-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED





Government  
of Canada

Gouvernement  
du Canada

Contract Number / Numéro du contrat

134247 (16-117)

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<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  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

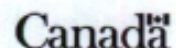
**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

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







Government  
of Canada / Gouvernement  
du Canada

Contract Number / Numéro du contrat
134247 (16-117)
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 CONFIDENTIAL	NATO SECRET	COMSEC TOP SECRET COMSEC TRÈS SECRET	PROTECTED Protégé			CONFIDENTIAL	SECRET	TOP SECRET TRÈS SECRET	
							NATO DIFFUSION RESTREINTE	NATO CONFIDENTIEL	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.

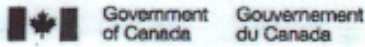
12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?  No / Non  Yes / Oui

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 indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

Security Classification / Classification de sécurité
UNCLASSIFIED



16-117



Contract Number / Numéro du contrat 134247
Security Classification / Classification de sécurité

PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
<b>13. Organization Project Authority / Chargé de projet de l'organisme</b>			
Name (print) - Nom (en lettres moulées) <b>Gilles Jean</b>		Title - Titre <b>Directeur général</b>	Signature <i>J. Jean</i>
Telephone No. - N° de téléphone <b>450-652-6639</b>	Facsimile No. - N° de télécopieur <b>450-652-6994</b>	E-mail address - Adresse courriel <b>gilles.jean@canada.ca</b>	Date <b>2016-09-08</b>
<b>14. Organization Security Authority / Responsable de la sécurité de l'organisme</b>			
Name (print) - Nom (en lettres moulées) <b>MONIQUE FAUCHER</b>		Title - Titre <b>Manager Per Sec</b>	Signature <i>Monique Faucher</i>
Telephone No. - N° de téléphone <b>393-292-8084</b>	Facsimile No. - N° de télécopieur <b>613-947-2360</b>	E-mail address - Adresse courriel <b>Monique.Faucher@canada.ca</b>	Date <b>9 Sept. 2016</b>
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 / <input type="checkbox"/> Yes / <input type="checkbox"/> Out
<b>16. Procurement Officer / Agent d'approvisionnement</b>			
Name (print) - Nom (en lettres moulées) <b>France Bolduc</b>		Title - Titre <b>Spécialiste en appro.</b>	Signature <i>France Bolduc</i>
Telephone No. - N° de téléphone <b>418 648-5043</b>	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel <b>france.bolduc@canada.ca</b>	Date <b>9 sept. 2016</b>
<b>17. Contracting Security Authority / Autorité contractante en matière de sécurité</b>			
Name (print) - Nom (en lettres moulées) <b>Maria Mendoza</b>		Title - Titre <b>Contract Security Officer, Contract Security Division</b>	Signature <i>Maria Mendoza</i>
Telephone No. - N° de téléphone <b>613-948-1016</b>	Facsimile No. - N° de télécopieur <b>613-948-1016</b>	E-mail address - Adresse courriel <b>Maria.Mendoza@tpsgc-pwgsc.gc.ca</b>	Date <b>Sept. 12 2016</b>



## APPENDIX 1 - EVALUATION CRITERIA

Bidders are advised to address each criterion in sufficient depth to permit a complete requisite analysis and assessment by the evaluation team. Proposals failing to adequately respond to the mandatory criteria may be excluded from further considerations. The technical proposal should address each of the criteria in the order in which they appear.

Bidders are advised that only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the criteria will not be considered demonstrated for the purpose of this evaluation.

The Bidder should provide complete details as to where, when (month and year) and how (through which activities/ responsibilities) the stated qualifications/experience were obtained. Experience gained during formal education shall not be considered work experience. All criteria for work experience shall be obtained in a legitimate work environment as opposed to an educational setting. Co-op terms are considered work experience provided they are related to the required services.

Bidders are also advised that the month(s) of experience listed for a project whose time frame overlaps that of another referenced project will only be counted once. For example: project one time frame is July 2001 to December 2001; project two time frame is October 2001 to January 2002; the total months of experience for these two project references is seven (7) months.

### 1. TECHNICAL CRITERIA

#### 1.1 Mandatory Technical Criteria

The Mandatory Criteria listed below will be evaluated on a simple pass/fail basis. Proposals which fail to meet the mandatory criteria will be deemed non-responsive.

Requirement N°	Mandatory Requirement	Page N° Proposal	Pass/Fail
O1	The proposed resource(s) must have 5 years of experience related leadership skills development, acquired over the last 5 years. <ul style="list-style-type: none"> <li>Copies of curriculum vitae (CV)</li> </ul>		
O2	Breakdown of activities by phase – Appendix 3.		
O3	The Contractor must hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Directorate (CISD) and proof that the contractor's employees appointed on this project hold a valid RELIABILITY STATUS force, granted or approved by CISD of PWGSC <ul style="list-style-type: none"> <li>Provide copies of certificates</li> </ul>		



## 1.2 POINT RATED TECHNICAL CRITERIA

The criteria contained herein will be used by NRCAN to evaluate each proposal that has met all of the mandatory criteria.

Proposals must achieve the stated minimum points required for each rated criterion to be assessed as responsive under the point rated technical criteria section; proposals not meeting the minimum required points will be deemed non-responsive.

Proposals will be evaluated based on the following criteria:

Criterion ID	Point Rated Technical Criteria		Minimum Points /Maximum Points	Proposal Page #
R1	<p><b>CLARITY, ORGANIZATION &amp; LOGIC OF THE PROPOSAL</b></p> <p>The tenderer must submit his/her proposal in a clear, logical and well-organized manner.</p>	<ul style="list-style-type: none"> <li>The document is easy to understand and the sections are well identified. (2.5 pts)</li> <li>Logic of the ideas expressed. (2.5 pts)</li> </ul> <p><b>See the evaluation grid at the end of the document.</b></p>	5	
R2	<p><b>TRAINING MATERIAL</b></p> <p>The training material provided to employees must be in French. It will be considered as <u>an asset</u> to have the training material in English as well.</p>	<ul style="list-style-type: none"> <li>Statement of delivery of the training material in French and in English.</li> </ul>	5	
R3	<p><b>QUALIFICATION OF RESOURCES</b></p> <p>The proposal shall demonstrate that the proposed resource(s) have knowledge and experience directly related to the project requirements, in leadership and in providing training on effective communications techniques. Further, the resource(s) <b>must</b> demonstrate having worked with scientific personnel and engineers.</p> <p>The proposed resource(s) must be bilingual or the provider must</p>	<ul style="list-style-type: none"> <li>Studies/specialization in a field relevant to the mandate. (10 pts)</li> <li>Overall experience of the resources in similar projects (i.e. sessions with groups of around 20 employees at all levels, working in science). (10 pts)</li> </ul>	30	





	<p>propose resources for each language in order to meet the requirements described in Appendix A.</p> <p>*If the provider proposes more than one resource, each resource will be assessed on 30 pts. The final score of each resource will be summed up and the total score will be brought back on 30 pts for assessment purposes.</p>	<ul style="list-style-type: none"> <li>• Experience in coaching. (10 pts)</li> </ul> <p><b>See the evaluation grid at the end of the document.</b></p>		
R4	<p><b>BREAKDOWN OF ACTIVITIES</b></p> <p><i>Fill out the table in Appendix 3 – Breakdown of activities by phase.</i></p>	<ul style="list-style-type: none"> <li>• Compliance with deadlines. (5 pts)</li> <li>• Logic in the number of hours attributed to each phase. (5 pts)</li> <li>• Quality of the proposed approach. (5 pts)</li> <li>• Understanding of the mandate's scope. (5 pts)</li> </ul> <p><b>See the evaluation grid at the end of the document.</b></p>	20	
R5	<p><b>CONTENT OF THE PROPOSED TRAINING PROGRAM (Approach and Strategy)</b></p> <p>For each of the two (2) components (leadership and communications), the tenderers must submit detailed course syllabi and present an overview of their teaching material and other relevant documents. <i>No limit on the number of pages applies to this criterion.</i></p> <p><b>For the leadership training</b>, the proposal should include the following elements:</p> <p>(a) The Public Service of Canada's key leadership competencies.</p> <p>Resource materials are available on</p>	<p>The depth and the level of detail of the proposal indicate understanding of magnitude and complexity of activities, as well as time constraints.</p> <ul style="list-style-type: none"> <li>• Clear plan to ensure efficient collaboration and exchange of information between all participants. (15 pts)</li> <li>• Quality of recommended approach and suggested tools. (15 pts)</li> </ul>	45	



	<p>the Government of Canada website: Key leadership competencies (<a href="http://www.tbs-sct.gc.ca/tal/kcl/dwnld/klc-eng.pdf">http://www.tbs-sct.gc.ca/tal/kcl/dwnld/klc-eng.pdf</a>).</p> <p>(b) The results of participant psychometric assessments.</p> <p>- Extent to which the training program can be tailored according to the results of the assessment reports.</p> <p>(c) The description of the program proposed content should include specific and relevant learning objectives for each proposed module; include innovative and creative approaches for the delivery of an advanced leadership program.</p> <p><b><u>For the communications training,</u></b> the proposal should include the following elements:</p> <p>(a) Effective communications in the workplace (listening skills, conflict resolution, etc.).</p> <p>(b) The description of the program proposed content should include specific and relevant learning objectives for each proposed module; include innovative and creative approaches for the delivery of training on effective communications techniques.</p>	<ul style="list-style-type: none"> <li>Proposed method for the performance of the work and any innovative or constructive ideas. (15 pts)</li> </ul> <p><b>See the evaluation grid at the end of the document.</b></p>		
<p><b>R6</b></p>	<p><b>EXPERIENCE OF THE FIRM</b></p> <p>Provide three (3) descriptions (not exceeding one (1) page each) of experience related to design and delivery of a leadership program and an effective communications training program similar to the present mandate in terms of scope of services.</p> <p>The organization is expected to have experience working with employees of a research centre/scientific organization.</p>	<p>Each description must be for a different client. Descriptions must include the following information:</p> <p>Name of the program Business sector of the client Dates and duration Name of the client organization Number of participants per course Type of participants Market value (in \$)</p>	<p>30</p>	



		<p>Degree of similarity of work experience related to the implementation of an advanced leadership program and a training program on effective communications techniques and, if applicable, any other relevant information, such as self-assessment tools for participants, proof of recognition, etc. Work experience with employees of a research centre/scientific organization.</p> <p>(10 pts per project description)</p> <p><b>See the evaluation grid at the end of the document.</b></p>		
<p>Pass mark of the technical proposal: 60% of available points for technical criteria (81/135)</p> <p style="text-align: right;"><b>Total points</b></p>			<p style="text-align: right;">_____ / 135</p>	

**NOTE:** If the proposal includes more project examples or mandates or pages than the number stipulated for the criteria, only the requested number will be taken into account, following the order of presentation.

The evaluation grid below will be used to assess proposals submitted by tenderers according to each rated criteria.

<b>EVALUATION GRID</b>	
<b>Excellent (100%)</b>	Rated criteria are covered in-depth and submitted information demonstrates a complete and deep understanding of all rated criteria elements.
<b>Very good (80%)</b>	Submitted information clearly indicates a full understanding of all rated criteria elements.
<b>Good (60%)</b>	Submitted information clearly indicates a full understanding of most of rated criteria, but not all.
<b>Unsatisfactory (40%)</b>	Submitted information indicates some understanding of criteria outlined, but does not demonstrate a full understanding of all rated criteria.
<b>Poor (20%)</b>	Submitted information indicates that the tenderer has minimal understanding of the criteria outlined.
<b>Unacceptable (0%)</b>	Submitted information does not meet criteria.



## **2. FINANCIAL CRITERIA**

### **2.1 MANDATORY FINANCIAL CRITERIA**

Bidders must provide financial details as requested in this appendix. Proposals which do not contain pricing details as requested below shall be considered incomplete and non-responsive.

#### **2.2.1 FUNDING LIMITATION**

The maximum funding available for the Contract resulting from the bid solicitation is **\$ 110,000.00** (Applicable Taxes extra). Bids valued in excess of this amount will be considered non-responsive. This disclosure does not commit Canada to pay the maximum funding available.

**This maximum includes a) the Price to perform the Work and b) any Travel and Living Expenses that may be required.**



**APPENDIX 2 – FINANCIAL PROPOSAL FORM**

**1. Firm Hourly Rate**

The all-inclusive hourly rate proposed by the bidder for the completion of this project is in Canadian funds and does not include applicable taxes

**A) Advanced Leadership Program:**

<b>PHASE I</b>				
<b>Preparation of Development Plans</b>				
<b>DELIVRABLE</b>	<b>PROPOSED PERSONAL NAME</b>	<b>NUMBER OF HOURS*</b>	<b>FIRM HOURLY RATE **</b>	<b>TOTAL COST</b>
Kick-off meeting with the Director General (DG).			_____ \$	_____ \$
Psychometric assessment of all 20 participants.			_____ \$	_____ \$
Analysis of the leadership skills assessment reports (20 participants).			_____ \$	_____ \$
Individual meetings with the 20 candidates to review their strengths and weaknesses in order to help them prepare a development plan.			_____ \$	_____ \$
Debriefing meeting with the Director General.			_____ \$	_____ \$
<b>PHASE II</b>				
<b>Implementation of the Training Program</b>				
<b>DELIVRABLE</b>	<b>PROPOSED PERSONAL NAME</b>	<b>NUMBER OF HOURS*</b>	<b>FIRM HOURLY RATE **</b>	<b>TOTAL COST</b>
- Prepare a tailored training program to be delivered, based on the development needs identified in PHASE I. - Present to the DG, and validate with him.			_____ \$	_____ \$
Deliver the group training. (MINIMUM OF 50 HOURS)			_____ \$	_____ \$
<b>PHASE III</b>				
<b>Individual Coaching</b>				
<b>DELIVRABLE</b>	<b>PROPOSED PERSONAL NAME</b>	<b>NUMBER OF HOURS*</b>	<b>FIRM HOURLY RATE **</b>	<b>TOTAL COST</b>
Coaching with each participant to help direct them in the development and improvement of their abilities.		<b>250 H</b>	_____ \$	_____ \$



a- Total number of hours :	_____H	
A – Total Estimated Cost:		_____ \$

**B) Communications Training Program**

Communications Training				
DELIVRABLE	PROPOSED PERSONAL NAME	NUMBER OF HOURS*	FIRM HOURLY RATE **	TOTAL COST
Two (2) training sessions for groups of 10-12 people.			_____ \$	_____ \$
<b>OPTIONAL SERVICES (7.1.1)</b> Six (6) training sessions for groups of 10-12 people.			_____ \$	_____ \$
b – Total number of hours :		_____H		
B – Total Estimated Cost :				_____ \$

**C) Total Tendered Price**

A – Advanced Leadership		_____ \$
B – Communications Training		_____ \$
a + b = <b>Total number of hours :</b>	_____H	<b>A + B = C – Total Tendered Price for financial proposal evaluation (taxes extra) :</b> _____ \$

\* LEVEL OF EFFORT PRESENTED HEREIN IS USED FOR EVALUATION PURPOSES ONLY AND IT'S NOT A COMMITMENT BY CANADA.

\*\* FOR ANY ERRORS IN THE CALCULATION, THE HOURLY RATE SCHEDULE WILL BE UPHELD.

Any estimated level of effort specified in the Pricing Details detailed above is provided for financial proposal evaluation purposes only. It is only an approximation of the requirements and is not to be considered as a contract guarantee. Travel, material and number of days (or level of effort) are provided as estimates only, and must not be construed as a commitment by NRCAN to respect those estimated in any resulting contract.



**APPENDIX 3 – BREAKDOWN OF ACTIVITIES BY PHASE**

Details provided in the breakdown of activities will be used to assess the quality of the proposed approach and understanding of mandate’s scope of technical criteria R4.

**A) Advanced Leadership Program:**

<b>PHASE I Preparation of Development Plans</b>			
<b>DELIVERABLE</b>	<b>NUMBER OF HOURS</b>	<b>NUMBER OF MEETINGS (IF APPLICABLE)</b>	<b>PLANNED SCHEDULE/DATES</b>
Kick-off meeting with the Director General (DG).			
Psychometric assessment of all 20 participants.			
Analysis of the leadership skills assessment reports (20 participants).			
Individual meetings with the 20 candidates to review their strengths and weaknesses in order to help them prepare a development plan.			
Debriefing meeting with the Director General.			
<b>PHASE II Implementation of the Training Program</b>			
<b>DELIVERABLE</b>	<b>NUMBER OF HOURS</b>	<b>NUMBER OF MEETINGS (IF APPLICABLE)</b>	<b>PLANNED SCHEDULE/DATES</b>
- Prepare a tailored training program to be delivered, based on the development needs identified in PHASE I. - Present to the DG, and validate with him.			
Deliver the group training (MINIMUM OF 50 HOURS)			



<b>PHASE III Individual Coaching</b>			
<b>DELIVERABLE</b>	<b>NUMBER OF HOURS</b>	<b>NUMBER OF MEETINGS (IF APPLICABLE)</b>	<b>PLANNED SCHEDULE/DATES</b>
Coaching with each participant to help direct them in the development and improvement of their abilities.			

**B) Communications Training Program**

<b>Communications Training</b>			
<b>DELIVERABLE</b>	<b>NUMBER OF HOURS</b>	<b>NUMBER OF MEETINGS (IF APPLICABLE)</b>	<b>PLANNED SCHEDULE/DATES</b>
8 training sessions for groups of 10-12 people.			