Public Works and Government Services Canada / Travaux publics et Services gouvernementaux Canada

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:

Bid Receiving - PWGSC / Réception des soumissions - TPSGC
11 Laurier St. / 11, rue Laurier
Place du Portage, Phase III
Core 0B2 / Noyau 0B2
Gatineau
Québec
K1A 0S5
Bid Fax: (819) 997-9776

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

Vendor/Firm Name and Address
Raison sociale et adresse du fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution

Informatics Professional Services Division / Division des services professionnels en informatique
11 Laurier St., / 11, rue Laurier
4C2, Place du Portage
Gatineau
Québec
K1A 0S5

Title - Sujet
DARS Replacement Project

Solicitation No. - N° de l'invitation	**Date**
G9292-175477/B	2016-09-22

Client Reference No. - N° de référence du client
G9292-175477

GETS Reference No. - N° de référence de SEAG
PW-$$ZM-620-30482

File No. - N° de dossier	**CCC No./N° CCC - FMS No./N° VME**
620zm.G9292-175477	

Solicitation Closes - L'invitation prend fin
at - à 02:00 PM
on - le 2016-10-14

Time Zone / Fuseau horaire
Eastern Daylight Saving Time EDT

F.O.B. - F.A.B.
Plant-Usine: ☐ **Destination:** ☑ **Other-Autre:** ☐

Address Enquiries to: - Adresser toutes questions à:	**Buyer Id - Id de l'acheteur**
St-Jean Valois, Joanne	620zm

Telephone No. - N° de téléphone	**FAX No. - N° de FAX**
(873) 469-4945 ( )	(819) 956-1156

Destination - of Goods, Services, and Construction:
Destination - des biens, services et construction:
EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA
NCR-RCN - Gatineau
140 PROMENADE DU PORTAGE
GATINEAU
Quebec
J8X4B6
Canada

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée	**Delivery Offered - Livraison proposée**
See Herein	

Vendor/Firm Name and Address
Raison sociale et adresse du fournisseur/de l'entrepreneur

Telephone No. - N° de téléphone
Facsimile No. - N° de télécopieur

Name and title of person authorized to sign on behalf of Vendor/Firm (type or print)
Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)

Signature **Date**

Canada

BID SOLICITATION
FOR A CONTRACT AGAINST A SUPPLY ARRANGEMENT FOR TASK-BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS) RESOURCE CATEGORY - LEVEL 2 AND 3

ACCOUNTS RECEIVABLE MODERNIZATION (ARM)

FOR

EMPLOYMENT & SOCIAL DEVELOPMENT CANADA (ESDC)

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BID SOLICITATION
FOR A CONTRACT AGAINST A SUPPLY ARRANGEMENT FOR TASK-BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS) RESOURCE CATEGORY - LEVEL 2 AND 3

ACCOUNTS RECEIVABLE MODERNIZATION (ARM)

FOR

EMPLOYMENT & SOCIAL DEVELOPMENT CANADA (ESDC)

PART 1 - GENERAL INFORMATION

1.1 Introduction

This document states terms and conditions that apply to this bid solicitation. It is divided into seven parts plus attachments and annexes, as follows:

Part 1 General Information: provides a general description of the requirement;

Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;

Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;

Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selection;

Part 5 Certifications: includes the certifications to be provided;

Part 6 Financial 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 and any other annexes.

1.2 Summary

(a) This bid solicitation is being issued to satisfy the requirement of Employment & Social Development Canada (ESDC) (the "**Client**") for Task-Based Informatics Professional Services (TBIPS) under the TBIPS Supply Arrangement (SA) method of supply. ESDC has a requirement for the provision of professional services on an as and when requested basis to assist with the implementation of a SAP Tax and Revenue Management (TRM) Public Sector collection and Disbursement (PSCD) solution.

(b) It is intended to result in the award of one contract, for 3 years plus 2 one-year irrevocable options allowing Canada to extend the term of the contract.

(c) The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), the Canada-Chile Free Trade Agreement (CCFTA), the Canada-Peru Free Trade Agreement (CPFTA), the Canada-Colombia Free Trade Agreement (CColFTA), and the Canada-Panama Free Trade Agreement (CPanFTA), and the Agreement on Internal Trade (AIT).

(d) The Federal Contractor's Program (FCP) for employment equity applies to this procurement; see Part 5 – Certifications, Part 7 – Resulting Contract Clauses and the attachment titled "Federal Contractor's Program for Employment Equity – Certification."

(e) Only TBIPS SA Holders currently holding a TBIPS SA for Tier 2, in the National Capital Region under the EN578-055605 series of SAs are eligible to compete. The TBIPS SA EN578-055605 is incorporated by reference and forms part of this bid solicitation, as though expressly set out in it, subject to any express terms and conditions contained in this bid solicitation. The capitalized terms not defined in this bid solicitation have the meaning given to them in the TBIPS SA.

(f) SA Holders that are invited to compete as a joint venture must submit a bid as that joint venture SA Holder, forming no other joint venture to bid. Any joint venture must be already qualified under the SA #EN578-055605 as that joint venture at the time of bid closing in order to submit a bid.

(g) The Resource Categories described below are required on an as and when requested basis in accordance with the TBIPS SA Annex "A":

RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF RESOURCES REQUIRED
A1 – Application Software Architect	Level 3	1
A2 – ERP Functional Analyst	Level 3	12
A10 – Test Coordinator	Level 3	1
B9 – Courseware Developer	Level 2	2
C3 – IT Security TRA and C&A Analyst	Level 3	1
P1 – Change Management Consultant	Level 3	2
P5 – Project Executive	Level 3	1
P9 – Project Manager	Level 3	1

1.3 Debriefings.

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

PART 2 - BIDDER INSTRUCTIONS.

2.1 Standard Instructions, Clauses and Conditions

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

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

(c) The 2003 (2016/04/04), Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the bid solicitation. If there is a conflict between the provisions of 2003 and this document, this document prevails.

(d) Subsection 3.a) of Section 01, Integrity Provisions - Bid of Standard Instructions 2003 incorporated by reference above is deleted in its entirety and replaced with the following:

a. at the time of submitting an arrangement under the Request for Supply Arrangement (RFSA), the Bidder has already provided a list of names, as requested under the *Ineligibility and Suspension Policy*. During this procurement process, the Bidder must immediately inform Canada in writing of any changes affecting the list of names.

(e) Subsection 5(4) of 2003, Standard Instructions – Goods and Services – Competitive Requirements is amended as follows:

(i) Delete: 60 days

(ii) Insert: 180 days

2.2 Submission of Bids

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

(b) Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail to PWGSC will not be accepted.

2.3 Enquiries - Bid Solicitation

(a) All enquiries must be submitted in writing to the Contracting Authority no later than 10 calendar days before the bid closing date. Enquiries received after that time may not be answered.

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

2.4 Former Public Servant

(a) Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, Bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

(a) Definitions

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

(i). an individual;

(ii). an individual who has incorporated;

(iii). a partnership made of former public servants; or

(iv). a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

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

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

(b) Former Public Servant in Receipt of a Pension

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

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

(i). name of former public servant;

(ii). date of termination of employment or retirement from the Public Service.

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

(c) Work Force Adjustment Directive

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

If so, the Bidder must provide the following information:

(i). name of former public servant;

(ii). conditions of the lump sum payment incentive;

(iii). date of termination of employment;

(iv). amount of lump sum payment;

(v). rate of pay on which lump sum payment is based;

(vi). period of lump sum payment including start date, end date and number of weeks;

(vii). number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is $5,000, including Applicable Taxes.

2.5 Applicable Laws

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

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

2.6 Volumetric Data

The estimated number of days for each resources category data has been provided to Bidders to assist them in preparing their bids. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future usage of the service identified in this bid solicitation will be consistent with this data. It is provided purely for information purposes.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions.

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

(i) Section I: Technical Bid (5 hard copies) and 5 soft copies on USB key.

(ii) Section II: Financial Bid (1 hard copy*)* and 1 soft copy on USB key.

(iii) Section III: Certifications not included in the Technical Bid (1 hard copy)

If there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

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

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

(i) use 8.5 x 11 inch (216 mm x 279 mm) paper;

(ii) use a numbering system that corresponds to the bid solicitation;

(iii) include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, bidder's name and address and contact information of its representative; and

(iv) include a table of contents.

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

(i) use paper containing fibre certified as originating from a sustainably-managed forest and/or containing a minimum of 30% recycled content; and

(ii) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, and using staples or clips instead of cerlox, duotangs or binders.

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

(i) A Bidder, including related entities, will be permitted to submit only one bid in response to this bid solicitation. If a Bidder or any related entities participate in more than one bid (participating means being part of the Bidder, not being a subcontractor), Canada will provide those Bidders with 2 working days to identify the single bid to be considered by Canada. Failure to meet this deadline will result in all the affected bids being disqualified.

(ii) For the purposes of this Article, regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law (whether that entity is a natural person, corporation, partnership, etc), an entity will be considered to be "**related**" to a Bidder if:

(A) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);

(B) they are "related persons" or "affiliated persons" according to the Canada Income Tax Act;

(C) the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or

(D) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.

(iii) Individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture.

(e) Joint Venture Experience:

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

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

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

Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance service, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.

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

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

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

- Contracts signed by B and contracts signed by A and B in joint venture.

That show in total 100 billable days.

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

3.2 Section I: Technical Bid

(a) The technical bid consists of the following:

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

(ii) **Substantiation of Technical Compliance (Attachment 4.1 and 4.2)**: The technical bid must substantiate the compliance with the specific articles of Attachments 4.1 and 4.2, which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirement(s), but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or resources comply is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be considered non-responsive and disqualified. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the "Bidder's Response" column of Attachments 4.1 and 4.2, where Bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.

(iii) **For Proposed Resources**: The technical bid must include résumés for the resources as identified in Attachments 4.1 and 4.2. The same individual must not be proposed for more than one Resource Category. The Technical bid must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:

(A) Proposed resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work (refer to Part 5, Certifications).

(B) For educational requirements for a particular degree, designation or certificate, PWGSC will only consider educational programs that were successfully completed by the resource by the time of bid closing. If the degree, designation or certification was issued by an educational institution outside of Canada, the Bidder must provide a copy of the results of the academic credential assessment and qualification recognition service issued by an agency or organization recognized by the Canadian Information Centre for International Credentials (CICIC).

(C) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession or membership throughout the evaluation period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this solicitation. If the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued. If the degree, diploma or certification was issued by an educational institution outside of Canada, the Bidder must provide a copy of the results of the academic credential assessment and qualification recognition service issued by an agency or organization recognized by the Canadian Information Centre for International Credentials (CICIC).

(D) For work experience, PWGSC will not consider experience gained as part of an educational program, except for experience gained through a formal co-operative program at a post-secondary institution.

(E) For any requirements that specify a particular time period (e.g., 2 years) of work experience, PWGSC will disregard any information about experience if the technical bid does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.

(F) For work experience to be considered by Canada, the technical bid must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

(iv) **Customer Reference Contact Information**:

(A) The Bidder must provide customer references. The customer reference must each confirm, if requested by PWGSC, the information required in MT1 and MT2 for the Bidder of Attachment 4.1.

(B) The form of question to be used to request confirmation from customer references is as follows:

"Has [the Bidder] provided your organization with the services described in the articles MT1 and MT2 the Attachment 4.1?"

___ *Yes, the Bidder has provided my organization with the services described in the articles MT1 and MT2 of the Attachment 4.1.*

___ *No, the Bidder has not provided my organization with the services described in the articles MT1 and MT2 of the Attachment 4.1.*

___ *I am unwilling or unable to provide any information about the services described in the articles MT1 and MT2 of the Attachment 4.1.*

(C) For each customer reference, the Bidder must, at a minimum, provide the name and either the telephone number or e-mail address for a contact person. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.

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

3.3 Section II: Financial Bid

(a) **Pricing**: Bidders must submit their financial bid in accordance with the Pricing Schedule provided in Attachment 4.3. The total amount of Applicable Taxes must be shown separately, if applicable. Unless otherwise indicated, bidders must include a single, firm, all-inclusive per diem rate quoted in Canadian dollars in each cell requiring an entry in the pricing tables.

(b) **Variation in Resource Rates By Time Period**: For any given resource category, where the financial tables provided by Canada allow different firm rates to be charged for a resource category during different time periods:

(i) the rate bid must not increase by more than 5% from one time period to the next and

(ii) the rate bid for the same resource category during any subsequent time period must not be lower than the rate bid for the time period that includes the first month of the Initial Contract Period.

(c) **All Costs to be Included**: The financial bid must include all costs for the requirement described in the bid solicitation for the entire Contract Period, including any option periods. The identification of all necessary equipment, software, peripherals, cabling and components required to meet the requirements of the bid solicitation and the associated costs of these items is the sole responsibility of the Bidder.

(d) **Blank Prices**: Bidders are requested to insert "$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the tables. If the Bidder leaves any price blank, Canada will treat the price as "$0.00" for evaluation purposes and may request that the Bidder confirm that the price is, in fact, $0.00. No bidder will be permitted to add or change a price as part of this confirmation. Any bidder who does not confirm that the price for a blank item is $0.00 will be declared non-responsive.

3.4 Section III: Certifications

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

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

(a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria. There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.

(b) An evaluation team composed of representatives of the Client and PWGSC will evaluate the bids on behalf of Canada. Canada may hire any independent consultant, or use any Government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.

(c) In addition to any other time periods established in the bid solicitation:

(i) **Requests for Clarifications**: If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.

(ii) **Extension of Time**: If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

4.2 Technical Evaluation

The technical evaluation will be conducted as follows:

(a) **Mandatory Technical Criteria:**

(i) Each bid will be reviewed for compliance with the mandatory requirements of the bid solicitation. Any element of the bid solicitation that is identified specifically with the words "must" or "mandatory" is a mandatory requirement. Bids that do not comply with each and every mandatory requirement will be declared non-responsive and be disqualified.

(ii) The mandatory technical criteria are described in Attachment 4.1.

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

(i) Each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly.

(ii) The rated requirements are described in Attachment 4.2.

(c) **Reference Checks**:

(i) Whether or not to conduct reference checks is discretionary. However, if PWGSC chooses to conduct reference checks for any given rated or mandatory requirement, it will check the references for that requirement for all bidders to be recommended for contract award.

(ii) For reference checks, Canada will conduct the reference check in writing by email. Canada will send all email reference check requests to contacts supplied by all the Bidders within a 48-hour period using the email address provided in the bid. Canada will not award any points and/or a bidder will not meet the mandatory experience requirement (as applicable) unless the response is received within 5 working days of the date that Canada's email was sent.

(iii) On the third working day after sending out the reference check request, if Canada has not received a response, Canada will notify the Bidder by email, to allow the Bidder to contact its reference directly to ensure that it responds to Canada within 5 working days. If the individual named by a Bidder is unavailable when required during the evaluation period, the Bidder may provide the name and email address of an alternate contact person from the same customer. Bidders will only be provided with this opportunity once for each customer, and only if the originally named individual is unavailable to respond (i.e., the Bidder will not be provided with an opportunity to submit the name of an alternate contact person if the original contact person indicates that he or she is unwilling or unable to respond). The 5 working days will not be extended to provide additional time for the new contact to respond.

(iv) Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated.

(v) Points will not be allocated and/or a bidder will not meet the mandatory experience requirement (as applicable) if (1) the reference customer states he or she is unable or unwilling to provide the information requested, or (2) the customer reference is not a customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder instead of being a customer of the Bidder itself). Nor will points be allocated or a mandatory met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Bidder.

4.3 Financial Evaluation

(a) There are two possible financial evaluation methods for this requirement. The first method will be used if three or more bids are determined responsive (see (b) Financial Evaluation - Method A below). The second method will be used if fewer than three bids are determined responsive (see (c) Financial Evaluation - Method B below).

(b) **<u>Financial Evaluation - Method A:</u>** The following financial evaluation method will be used if three or more bids are determined responsive:

(i) Calculation of Total Bid Price: The financial evaluation will be conducted using the pricing tables completed by the Bidders and the Firm Per Diem Median Rate Evaluation Method explained below. A financial calculation will occur for each Bidder by multiplying its firm per diem rates, or Median Rate(s) if applicable, for the Initial Contract Period and the option period(s) with the estimated number of days of work for each period, for all the Resource Categories stated in Attachment 4.3 - Pricing Schedule. The sum of such rates will constitute the Total Bid Price for that Bidder.

(ii) Firm Per Diem Median Rate Evaluation

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

(B) Calculation for both the Initial Contract Period and the Option Period medians: Using the per diem rate proposed for each individual Resource Category a Median Rate will be determined for each Resource Category for the Initial Contract Period, and for each of the option period(s). For each Resource Category, the Median Rate will be calculated using the median function in Microsoft Excel. A Lower Band Limit will be calculated for each Resource Category and will represent a range that encompasses the Median Rate to a value of minus (-) 20% of the Median Rate. If a Bidder bids a firm per diem rate for a Resource Category that is lower than the Lower Band Limit, that Bidder's financial evaluation will be conducted using a per diem rate equal to the Median Rate for that Resource Category.

For example, if the Median Rate is determined to be $500 for a Resource Category, the Lower Band Limit would be minus (-) 20% of $500, or $400. If a Bidder proposes a firm per diem rate that is lower than $400, the Median Rate of $500 will be used in the Bidder's financial evaluation for that Resource Category.

(c) **Financial Evaluation - Method B**: The following financial evaluation method will be used if less than three bids are determined responsive:

(i) **Calculation of Total Bid Price:** The financial evaluation will be conducted using the pricing tables completed by the Bidders. A financial calculation will occur for each Bidder by multiplying its firm per diem rates for the Initial Contract Period and the option period(s) with the estimated number of days of work for each period, for all the Resource Categories stated in Attachment 4.3 - Pricing Schedule. The sum of such rates will constitute the Total Bid Price for that Bidder.

(d) Substantiation of Professional Services Rates

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

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

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

(iii) the name, telephone number and, if available, e-mail address of a contact person at the customer who received each invoice submitted under (i), so that Canada may verify any information provided by the Bidder.

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

(e) **Formulae in Pricing Tables**

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

4.4 Basis of Selection

Selection Process: The following selection process will be conducted as follows:

(a) A bid must comply with the requirements of the bid solicitation, meet all mandatory evaluation criteria and obtain the required pass marks for the point rated criteria identified in this bid solicitation to be declared responsive.

(b) The responsive bid that obtains the highest Total Bidder Score will be recommended for award of a contract. For any given Bidder, the greatest possible Total Technical Score is 70 while the greatest possible Total Financial Score is 30.

(i) Calculation of Total Technical Score: The Total Technical Score will be computed for each responsive bid by converting the Technical Score obtained for the point-rated technical criteria using the following formula, rounded to two decimal places:

$$\frac{\text{Technical Score}}{\text{Maximum Technical Points}} \times 70 = \text{Total Technical Score}$$

(Bidders, please refer to the maximum technical points in Attachment 4.2).

(ii) Calculation of Total Financial Score: The Total Financial Score will be computed for each responsive bid by converting the Financial Score obtained for the financial evaluation using the following formula rounded to two decimal places:

$$\frac{\text{Lowest Financial Evaluated Price}}{\text{The Bidder's Financial Evaluated Price}} \times 30 = \text{Total Financial Score}$$

(iii) Calculation of the Total Bidder Score: The Total Bidder Score will be computed for each responsive bid in accordance with the following formula:

Total Technical Score + Total Financial Score = Total Bidder Score

(c) In the event of identical Total Bidder Scores occurring, then the bid with the highest Total Technical Score will become the top-ranked bidder.

(d) One contract may be awarded in total as a result of this bid solicitation.

(e) Bidders should note that all contract awards are subject to Canada's internal approvals process, which includes a requirement to approve funding in the amount of any proposed contract. Despite the fact that the Bidder may have been recommended for contract award, a contract will only be awarded if internal approval is granted according to Canada's internal policies. If approval is not granted, no contract will be awarded.

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

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

5.1 Certifications Precedent to Contract Award and Additional Information

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

(a) **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 (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.

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

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

5.2 Additional Certifications Precedent to Contract Award

(a) Professional Services Resources

(i) By submitting a bid, the Bidder certifies that, if it is awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives.

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

(iii) If a Bidder has proposed any individual who is not an employee of the Bidder, by submitting a bid, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

(b) Submission of Only One Bid

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

PART 6 – SECURITY AND FINANCIAL REQUIREMENTS

6.1 Security Requirement

(a) Before award of a contract, the following conditions must be met:

(i) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;

(ii) 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;

(b) Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful Bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.

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

(d) In the case of a joint venture bidder, each member of the joint venture must meet the security requirements.

6.2 Financial Capability

(a) SACC Manual clause A9033T (2012/07/16), Financial Capability applies, except that subsection 3 is deleted and replaced with the following: "If the Bidder is a subsidiary of another company, then any financial information required by the Contracting Authority in 1(a) to (f) must be provided by each level of parent company, up to and including the ultimate parent company. The financial information of a parent company does not satisfy the requirement for the provision of the financial information of the Bidder; however, if the Bidder is a subsidiary of a company and, in the normal course of business, the required financial information is not generated separately for the subsidiary, the financial information of the parent company must be provided. If Canada determines that the Bidder is not financially capable but the parent company is, or if Canada is unable to perform a separate assessment of the Bidder's financial capability because its financial information has been combined with its parent's, Canada may, in its sole discretion, award the contract to the Bidder on the condition that the parent company grant a performance guarantee to Canada."

(b) In the case of a joint venture bidder, each member of the joint venture must meet the financial capability requirements.

PART 7 - RESULTING CONTRACT CLAUSES

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

7.1 Requirement

(a) ***TO BE INSERTED UPON CONTRACT AWARD*** (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with, and at the prices set out in, the Contract. This includes providing professional services as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.

(b) **Client**: Under the Contract, the "**Client**" is Employment & Social Development Canada.

(c) **Reorganization of Client**: The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.

(d) **Defined Terms**: Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

7.2 Task Authorization

(a) **As-and-when-requested Task Authorizations**: The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.

(b) **Assessment of Resources Proposed at TA Stage**: Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A, B, C and D of Annex A.

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

(i) The Technical Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Appendix B of Annex A.

(ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information:

(A) the contract number;

(B) the task number;

(C) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);

(D) the details of any financial coding to be used;

(E) the categories of resources and the number required;

(F) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);

(G) the start and completion dates;

(H) milestone dates for deliverables and payments (if applicable);

(I) the number of person-days of effort required;

(J) whether the work requires on-site activities and the location;

(K) the language profile of the resources required;

(L) the level of security clearance required of resources;

(M) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and

(N) any other constraints that might affect the completion of the task.

(d) **Contractor's Response to Draft Task Authorization**: The Contractor must provide to the Technical Authority, within 2 working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.

(e) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations**:

(i) To be validly issued, a TA must be signed by the Contracting Authority.

Any TA that does not bear the appropriate signatures is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority.

(f) **Periodic Usage Reports**:

(i) The Contractor must compile and maintain records on its provision of services to the federal government under Task Authorizations validly issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.

(ii) The quarterly periods are defined as follows:

(A) 1st quarter: April 1 to June 30;

(B) 2nd quarter: July 1 to September 30;

(C) 3rd quarter: October 1 to December 31; and

(D) 4th quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 10 calendar days after the end of the reporting period.

(iii) Each report must contain the following information for each validly issued TA (as amended):

(A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;

(B) a title or a brief description of each authorized task;

(C) the name, Resource category and level of each resource involved in performing the TA, as applicable;

(D) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;

(E) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;

(F) the start and completion date for each authorized task; and

(G) the active status of each authorized task, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).

(iv) Each report must also contain the following cumulative information for all the validly issued TA's (as amended):

(A) the amount, exclusive of Applicable Taxes, specified in the Contract (as last amended, as applicable) as Canada's total liability to the Contractor for all validly issued TA's; and

(B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TA's.

(g) **Consolidation of TA's for Administrative Purposes**: The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TA's for administrative purposes.

7.3 Minimum Work Guarantee

(a) In this clause,

(i) "**Maximum Contract Value**" means the amount specified in the "**Limitation of Expenditure**" clause set out in the Contract (excluding Applicable Taxes); and

"**Minimum Contract Value**" means $20,000.00 (excluding Applicable Taxes).

(b) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.

(c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.

(d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract

(i) for default;

(ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or

(iii) for convenience within ten business days of Contract award.

7.4 Standard Clauses and Conditions

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

(a) **General Conditions**:

(i) 2035 (2016/04/04), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.

5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:

(a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Revenue Guarantee, or due to the Contractor as of the date of termination, or

(b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.

6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

(b) **Supplemental General Conditions**:

The following Supplemental General Conditions:

(i) 4006 (2010/08/16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

apply to and form part of the Contract.

7.5 Security Requirement

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

(a) The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid **Designated Organization Screening (DOS),** issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).

(b) The Contractor/Offeror personnel requiring access to **PROTECTED** information, assets or sensitive work site(s) must EACH hold a valid **RELIABILITY STATUS**, granted or approved by CISD/PWGSC.

(c) The Contractor/Offeror **MUST NOT** remove any **PROTECTED** information or assets from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction.

(d) Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.

(e) The Contractor/Offeror must comply with the provisions of the:

(i) Security Requirements Check List and security guide (if applicable), attached at Annex C;
(ii) Industrial Security Manual (Latest Edition).

7.6 Contract Period

(a) **Contract Period**: The "**Contract Period**" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:

(i) The "**Initial Contract Period**", which begins on the date the Contract is awarded and ends 3 years later.

(ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.

(b) **Option to Extend the Contract**:

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

(ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

7.7 Authorities

(a) **Contracting Authority**

The Contracting Authority for the Contract is:

Joanne St-Jean Valois
Supply Team Leader
Public Works and Government Services Canada
Acquisitions Branch
Informatics and Telecommunications Systems Procurement Directorate (ITSPD)
Place du Portage, Phase III, Tower C,
11 Laurier Street,

Gatineau, Quebec K1A 0S5
Telephone: (873) 469-4945
Facsimile: (819) 956-1156
E-mail address: joanne.valois@tpsgc-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.

(b) **Technical Authority**

The Technical Authority for the Contract is:

TO BE INSERTED UPON CONTRACT AWARD

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

(c) **Contractor's Representative**

TO BE INSERTED UPON CONTRACT AWARD

7.8 Proactive Disclosure of Contracts with Former Public Servants

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

7.9 Payment

(a) **Basis of Payment**

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

(ii) **Travel and Living Expenses – National Joint Council Travel Directive**: 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.

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

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

(b) **Limitation of Expenditure – Cumulative Total of all Task Authorizations**

(i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the amount set out on page 1 of the Contract, less any Applicable taxes. With respect to the amount set out on page 1 of the Contract, Customs duties are included and Applicable Taxes are included

(ii) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.

(iii) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:

(A) when it is 75 percent committed, or

(B) 4 months before the contract expiry date, or

(C) As soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions,

whichever comes first.

(i) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.

(c) **Method of Payment for Task Authorizations with a Maximum Price**: For each Task Authorization validly issued under the Contract that contains a maximum price:

(i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.

(ii) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA, all of which is required to be performed for the maximum TA price. If the work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA price, Canada is only required to pay for the time spent performing the work related to that TA.

(d) **Time Verification**

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contract must repay any overpayment, at Canada's request.

(e) **Payment Credits**

(i) **Failure to Provide Resource**:

(A) If the Contractor does not provide a required professional services resource that has all the required qualifications within the time prescribed by the Contract, the Contractor must credit to Canada an amount equal to the per diem rate (based on a 7.5-hour workday) of the required resource for each day (or partial day) of delay in providing the resource, up to a maximum of 10 days.

(B) **Corrective Measures**: If credits are payable under this Article for two consecutive months or for three months in any 12-month period, the Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority and 20 working days to rectify the underlying problem.

(C) **Termination for Failure to Meet Availability Level**: In addition to any other rights it has under the Contract, Canada may terminate the Contract for default in accordance with the General Conditions by giving the Contractor three months' written notice of its intent, if any of the following apply:

(1) the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or

(2) the corrective measures required of the Contractor described above are not met.

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

(ii) **Credits Apply during Entire Contract Period**: The Parties agree that the credits apply throughout the Contract Period.

(iii) **Credits represent Liquidated Damages**: The Parties agree that the credits are liquidated damages and represent their best pre-estimate of the loss to Canada in the event of the applicable failure. No credit is intended to be, nor will it be construed as, a penalty.

(iv) **Canada's Right to Obtain Payment**: The Parties agree that these credits are a liquidated debt. To collect the credits, Canada has the right to hold back, draw back, deduct or set off from and against any money Canada owes to the Contractor from time to time.

(v) **Canada's Rights & Remedies not Limited**: The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the Contract (including the right to terminate the Contract for default) or under the law generally.

(vi) **Audit Rights**: The Contractor's calculation of credits under the Contract is subject to verification by government audit, at the Contracting Authority's discretion, before or after payment is made to the Contractor. The Contractor must cooperate fully with Canada during the conduct of any audit by providing Canada with access to any records and systems that Canada considers necessary to ensure that all credits have been accurately credited to Canada in the Contractor's invoices. If an audit demonstrates that past invoices contained errors in the calculation of the credits, the Contractor must pay to Canada the amount the audit reveals was required to be credited to Canada, plus interest, from the date Canada remitted the excess payment until the date of the refund (the interest rate is the Bank of Canada's discount annual rate of interest in effect on the date the credit was first owed to Canada, plus 1.25% per year). If, as a result of conducting an audit, Canada determines that the Contractor's records or systems for identifying, calculating or recording the credits are inadequate, the Contractor must implement any additional measures required by the Contracting Authority.

(f) **No Responsibility to Pay for Work not performed due to Closure of Government Offices**

(i) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.

(ii) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises

7.10 Invoicing Instructions

(a) The Contractor must submit invoices in accordance with the information required in the General Conditions.

(b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.

(c) By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.

(d) The Contractor must provide the original and two copies of each invoice to the Technical Authority, and a copy to the Contracting Authority.

7.11 Certifications

(a) The continuous compliance with the certifications provided by the Contractor in its bid, any TA quotation and the ongoing cooperation in providing additional information are conditions of the Contract. Certifications are subject to verification by Canada during the entire Contract Period. If the Contractor does not comply with any certification, or fails to provide the additional information, or if it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

7.12 Federal Contractors Program for Employment Equity - Default by Contractor

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

7.13 Applicable Laws

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

7.14 Priority of Documents

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

(a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;

(b) Supplemental General Conditions, in the following order:

  (i) 4006 (2010/08/16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

(c) General Conditions 2035 (2016/04/04), Higher Complexity - Services;

(d) Annex A, Statement of Work - Annex A including its Appendices as follows:

  (i) Appendix A to Annex A - Tasking Assessment Procedure;

  (ii) Appendix B to Annex A - Task Authorization (TA) Form;

  (iii) Appendix C to Annex A- Resource Assessment Criteria and Response Table;

  (iv) Appendix D to Annex A - Certifications at the TA stage;

(e) Annex B, Basis of Payment;

(f) Annex C, Security Requirement Check List (SRCL);

(g) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any);

(h) the Contractor's bid dated ***TO BE INSERTED UPON AWARD***, *as clarified on "or" as amended* ***TO BE INSERTED UPON AWARD*** if applicable.

7.15 Foreign Nationals (Canadian Contractor)

(a) SACC Manual clause A2000C (2006/06/16), Foreign Nationals (Canadian Contractor)

Note to Bidders: *Either this clause or the one that follows, whichever applies (based on whether the successful Bidder is a Canadian Contractor or Foreign Contractor), will be included in any resulting contract.*

7.16 Foreign Nationals (Foreign Contractor)

(a) SACC Manual clause A2001C (2006/06/16), Foreign Nationals (Foreign Contractor)

7.17 Insurance Requirements

(a) **Compliance with Insurance Requirements**

  (i) The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

(ii) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

(iii) The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

(b) **Commercial General Liability Insurance**

(i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than $2,000,000 per accident or occurrence and in the annual aggregate.

(ii) The Commercial General Liability policy must include the following:

(A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.

(B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.

(C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.

(D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.

(E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.

(F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.

(G) Employees and, if applicable, Volunteers must be included as Additional Insured.

(H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)

(I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.

(J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.

(K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.

(L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.

(M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

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

(i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than $1,000,000 per loss and in the annual aggregate, inclusive of defence costs.

(ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.

(iii) The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

7.18 Limitation of Liability - Information Management/Information Technology

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

(b) **First Party Liability**:

(i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:

(A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";

(B) physical injury, including death.

(ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.

(iii) Each of the Parties is liable for all direct damages resulting from any breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of any unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.

(iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.

(v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:

(A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and

(B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or $1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or $1,000,000.00, whichever is more.

(vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

(c) **Third Party Claims**:

(i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.

(ii) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the

Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.

(iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

7.19 Joint Venture Contractor

(a) The Contractor confirms that the name of the joint venture is ____________ and that it is comprised of the following members: ***[BIDDERS MUST LIST ALL THE JOINT VENTURE MEMBERS NAMED IN THE CONTRACTOR'S ORIGINAL BID].***

(b) With respect to the relationship among the members of the joint venture Contractor, each member agrees, represents and warrants (as applicable) that:

(i) ______________ has been appointed as the "representative member" of the joint venture Contractor and has fully authority to act as agent for each member regarding all matters relating to the Contract;

(ii) by giving notice to the representative member, Canada will be considered to have given notice to all the members of the joint venture Contractor; and

(iii) all payments made by Canada to the representative member will act as a release by all the members.

(c) All the members agree that Canada may terminate the Contract in its discretion if there is a dispute among the members that, in Canada's opinion, affects the performance of the Work in any way.

(d) All the members are jointly and severally or solidarily liable for the performance of the entire Contract.

(e) The Contractor acknowledges that any change in the membership of the joint venture (i.e., a change in the number of members or the substitution of another legal entity for an existing member) constitutes an assignment and is subject to the assignment provisions of the General Conditions.

(f) The Contractor acknowledges that all security and controlled goods requirements in the Contract, if any, apply to each member of the joint venture Contractor.

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

7.20 Professional Services - General

(a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.

(b) If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.

(c) In General Conditions 2035, the Article titled "Replacement of Specific Individuals" is deleted and the following applies instead:

Replacement of Specific Individuals

(i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of having this knowledge, the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:

(A) the name, qualifications and experience of a proposed replacement immediately available for Work; and

(B) security information on the proposed replacement as specified by Canada, if applicable.

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

(ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:

(A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or

(B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

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

(iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.

(iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

7.21 Safeguarding Electronic Media

(a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify

Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.

(b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

7.22 Reporting Requirements

The Contractor must provide the reports as detailed in the Annex A - Statement of Work.

7.23 Representations and Warranties

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

7.24 Access to Canada's Property and Facilities

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

7.25 Implementation of Professional Services

If similar professional services are currently being provided by another supplier or by Canada's own personnel, the Contractor is responsible for ensuring that the transition to the professional services it provides under the Contract is completed in a way that does not disrupt Canada's operations or users, and does not result in any interim degradation to the timeliness or quality of service. The Contractor is solely responsible for any additional training required by its resources to perform the Work, and time spent by resources on that training or becoming familiar with the Client's environment must not be charged to Canada. The transition will be considered complete once the Contractor has demonstrated, to the satisfaction of the Technical Authority that it is ready and able to carry out the Work. The transition must be complete by no later than 10 working days after the Contract is awarded. All costs associated with establishing itself to provide the professional services are the responsibility of the Contractor.

7.26 Identification Protocol Responsibilities

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

(a) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify themselves as Contractor Representatives prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;

(b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and

(c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.

(d) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.

(e) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

Annex A
Statement of Work
Accounts Receivable Modernization
(ARM)

1.0 SCOPE

a) In order to meet the anticipated requirements of ESDC's transformational agenda, ESDC requires professional services of a Contractor to assist with the implementation of a SAP Tax and Revenue Management (TRM) Public Sector collection and Disbursement (PSCD) solution.

b) The Contractor must provide professional services, on an as and when requested basis, that include, but are not limited to, tasks and activities as outlined in section 7.0. The Contractor must provide, via Task Authorizations (TAs), qualified professional services resources, in the National Capital Region (NCR), to support ESDC in the delivery of Task Authorizations. In addition, the Contractor's Project Executive must provide consultation including strategic and subject matter expertise to assist ESDC in the elaboration of their various architectures (e.g. Enterprise Solutions, Business, Technical, Information, Security, etc.) and the use of associated methodologies, components and licensed software.

c) ESDC has implemented a governance process to examine and prioritize initiatives related to ARM initiative. It will be at ESDC's discretion to determine which activities will be undertaken by ESDC staff versus contracted resources.

d) The Task summaries below are provided only to clarify the general scope of work required and are not intended as comprehensive descriptions of tasks or deliverables per resource type.

1.1 All Stages

1.1.1 Project Management

ESDC will require comprehensive Project Management support, aligning with ESDC's Enterprise Project Management Office (ePMO) and adhering to the Portfolio Project Management Framework (PPMF).

Project Management resources must deliver:

- Project Management Plan
- Project Charter
- Work Breakdown Structure
- Risk Management Plan
- Detailed Project Costing
- Testing Plan
- Resource Planning and Scheduling
- Quality Management Plan
- Scope Management Plan
- Project Governance
- Project Communications
- Status Reporting
- Risk and Issue Management
- Recording of Action Items, and Records of Decision
- Benefits Realization
- Release Management

1.1.2 Organizational Change Management (OCM)

ESDC will require ongoing Change Management expertise and advice.

- Planning for Change
    - Identify and Analyze Stakeholders
    - Define Change Structure and Governance
    - Assess High Level Change Impact (determine the magnitude of change)
    - Develop Change Plan
    - Leadership alignment
- Managing Change
    - Mobilize and Engage Change Network
    - Engage and Communicate with Stakeholders
    - Training Strategy, Planning and Execution
    - Measure Change Progress
    - Assess Business Readiness
    - Support Change Adoption

1.2. Stage 3 – Planning

1.2.1 Phase 1 – Project Preparation

Purpose of this phase:

- Initial Planning and Preparation
- Define the project goals, scope and objectives
- Identify, on-board and train Team Members

Deliverables:

- Project Scope Defined
- Implementation Plan & Rollout Strategy
- Detailed Scope Document
- Costs and Benefits Validation
- Project Standards
- Project Infrastructure
- Knowledge Transfer Approach
- Implementation Workplan
- Master Data Design
- Interface List
- Testing Strategy
- Data Cleansing Strategy

1.2.2 Phase 2 – Business Blueprint

Purpose of this phase:

- To create a body of work, known as Business Blueprint that
    - Aligns business requirements to the SAP business model
    - Documents the TO-BE process models
    - Describes the solution design
    - Identifies additional functional and technical requirements
    - Obtains business sign-off on requirements and design
    - Blueprinting is dedicated to support value delivery

Deliverables:

- Project Plan Update
- Complete, documented and signed off
    - Business Process Hierarchy and Design
    - Value Association on Process Level
    - Solution Design
    - Gap Identification and Resolution
    - Solution Landscape and Architecture
- Assessment of Organization and Business Process Changes
- Confirmation of Implementation Date

1.3 Stage 4 – Execution

1.3.1 Phase 3 – Realization

Purpose of this phase:

- Build and Test a Complete Business and System Environment
- Develop Training Material and End User Documentation
- Obtain Business Approval

Deliverables:

- Test Data and Configuration
- Business Process Procedures
- Quality Assurance System Environment
- Production System Environment
- Develop and Test Interfaces, Conversions and Reports
- Evaluate and Enhance Security and Controls
- End-User Training Material and Plan
- End-User Training System Environment
- Data Conversion Plan

- User Acceptance Test

1.3.2 Phase 4 - Final Preparation

Purpose of this phase:

- Prepare System for Production Release
- Prepare the Internal and External Organization for Go-Live

Deliverables:

- Data Converted
- Cut-Over Plan
- End-Users Trained
- End-User System Ids Created
- System Support Organization in Place
- Help Desk
- Technical Support
- Operational Production System Environment

1.4 Stage 5 – Close-Out

1.4.1 Phase 5 - Go-Live and Support

Purpose of this phase:

- Business Owns and Executes New Business Processes and Systems
- Monitor Business Process Results
- Monitor Production Environment
- Establish Center of Excellence for Support and Enhancements

Deliverables:

- Live Production Environment
- Operational Help Desk
- Cut-Over and Conversion Activities Completed
- Post Go-Live End-User Training
- Updated Business Case
- Lessons Learned

2.0 OBJECTIVE

ESDC is undertaking a multi-year initiative to modernize and enhance the processing of Accounts Receivable. ESDC is seeking a Contractor who has successfully implemented a SAP Tax and Revenue Management (TRM) Public Sector Collection and Disbursement (PSCD) solution. The Contractor must provide resources with relevant and recent SAP TRM and PSCD experience to provide expertise, resource support, methodologies, processes and ensure knowledge transfer to the In-Service Support Organization (ISSO). In alignment with the SAP ASAP Roadmap, the Contractor must provide the Blueprint, Realization, Final Preparation and Go Live Support. The Contractor must also be responsible for supporting ESDC in the transition to the Steady State (Run) phase.

To ensure that ESDC's business objectives are met, the obsolete Departmental Accounts Receivable System application will be replaced with a modern solution based on the latest technological infrastructure that:

- **Improves accountability:** A modernized technological infrastructure would allow the availability of additional program details of various programs that are necessary for the successful management of the overpayment portfolio.

- **Improves integration:** Currently, the Accounts Receivable Sub-Ledger (i.e., DARS) is not integrated with ESDC's SAP General Ledger. This lack of integration requires significant amounts of manual reconciliation by the Chief Financial Officer Branch (CFOB).

- **Improves efficiency:** The aforementioned manual reconciliation efforts by CFOB is administrative and cumbersome. Replacing the obsolete DARS technology would empower ESDC to better utilize its FTEs. For example, FTEs that are now bogged down by administrative burden could be deployed on strategic projects that is in line with ESDC's mission and business objectives. This would in turn improve ESDC's departmental performance and be in the public interest.

The ARM initiative is not just limited to replacing the current DARS application and its inherent functionalities but also to:

- Explore opportunities to standardize, re-engineer and streamline business processes and data across the various programs;

- Address the impacts on corporate operations and all impacted systems that interface and rely on DARS data; and

- Implement two-way interfaces with Canada Pension Plan (CPP), Old Age Security (OAS) and International Agreements (IAs).

3.0 BACKGROUND

The mission of ESDC, including the Labour Program and Service Canada, is to build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives and to improve Canadians' quality of life. To fulfill its mission, ESDC oversees the design and delivery of a range of well-known statutory programs and services that affect Canadians throughout their lives, including:

- Old Age Security;
- Canada Pension Plan;
- Employment Insurance (EI);
- Canada Loans and Apprentice Loan for Students (CSLP);
- Canada Education Savings Program;
- National Child Benefit; and,
- Universal Child Care Benefit.

The ARM initiative will promote consistent practices among Programs impacting supporting documentation, timeliness in establishing overpayments and overall consistencies in business processes. A key component of the ARM initiative" calls for the replacement of DARS, which is the national client service delivery system that provides generic online accounts receivable and collection functionalities.

The current DARS is a mainframe application that was developed in the 1990's. DARS' purpose is to provide a single, cross-program client record for debts owed to and recovered by user departments. DARS has interfaces with all major program systems and some external partners (i.e., Public Services and Procurement Canada (PSPC), the Canada Revenue Agency (CRA) and Shared Services Canada (SSC)).

Unfortunately, given the advanced age of DARS' technological infrastructure, it cannot actively address the accounts receivable and collection requirements of ESDC and other user departments such as CRA another main user for collections functionalities. For instance, system limitations prevent ESDC from modernizing its program receivables in order to improve the way it manages and collects receivables from its clients. In addition, data integrity and the lack of auditable financial statements are also major concerns. DARS also requires substantial manual reconciliation, which is cumbersome and resource-intensive.

Given significant vulnerabilities and inefficiencies, ESDC management has initiated the replacement of DARS. More specifically, DARS is unable to meet ESDC's business needs in the following ways:

Aging technology and limited adaptability:

- The mainframe application was developed in the 1990's. It is inflexible and has been in break/fix mode for a number of years;
- There are critical sustainability and business continuity risks given limited knowledgeable DARS resources and,
- A plethora of system changes made over the past 20 years has rendered the application unadaptable to the changing business environment.

Lack of financial statements controls-based auditability:

- DARS, which is ESDC's Accounts Receivable Sub-Ledger, is not integrated with ESDC's SAP General Ledger. This creates reconciliation issues and significant administrative burden;

- The Office of the Auditor General (OAG), in its 2010 report on Aging IT Systems, flagged concerns on financial statements control-based auditability. DARS continues to hinder ESDC's move toward auditable financial statements; and,
- DARS has insufficient financial system controls.

Data integrity issues:

- Missing automated program interfaces significantly increases the amount of inaccurate data in DARS. Both Programs and CFOB must deploy significant resources to keep systems reconciled;
- DARS poses substantial challenges with respect to meeting ESDC's accounting and reporting obligations;
- CFOB deploys an extraordinary level of effort to manage the manual processing, control and validation of DARS transaction records to ensure some degree of integrity in financial reporting; and,
- Although manual controls have been introduced, data integrity is a persisting issue.

Process inefficiency hinders CRA collections:

- System limitations prevent ESDC from modernizing its program receivables in order to improve the way it manages and collects receivables from its clients;
- Existing processes need to be strengthened and streamlined to improve the collections lifecycle of ESDC clients' outstanding amounts; and,
- Some processes are noted to be cumbersome, inconsistent and inefficient.

3.1 Internal Stakeholders

The table below identifies the key stakeholders of ARM and how they will be impacted by the initiative:

KEY INTERNAL STAKEHOLDERS	WHO	PROJECT ROLE
Chief Financial Officer Branch (CFOB)	Various	The Project Management Office for ARM is under the leadership of the Integrated Corporate Accountability and Accountability Directorate (ICAAD) ICAAD is the business area within CFOB that will be the most impacted by ARM. ICAAD is comprised of approximately 160 DARS users that are responsible for accounts receivable management and reporting. This directorate will lead all phases of the Project (i.e., requirements definition, development of new business processes, training and change management). Other areas within CFOB will be directly impacted – Procurement will play a key support role in supporting the sourcing strategy, Financial Management Advisory Services will support costing and Accommodations will support the temporary increase in staff. The functional ISSO (ISSO-Functional) group from CFOB will be engaged in the implementation of the solution and in post implementation support activities. They will provide SAP functional resources to the Project.

Key Internal Stakeholders	Who	Project Role
Payment Processing Services Branch (PPSB)	ADM	PPSB is the main Branch stakeholder. PPSB oversees EI processing, EI Appeals and Reconsideration, Call Centers and CPP processing. It is responsible for providing direction and guidance to Service Canada.
Learning Branch - CSLP	ADM	The Learning Branch is responsible for managing the Canada Student Loans Program, defaulted loans or overpayments are recorded in DARS. It is used to record and manage their respective program overpayments. Most programs have direct interfaces with DARS. The programs/branches will be involved in all stages of the implementation.
Integrity Service Branch (ISB)	ADM	Integrity Services Branch is committed to ensuring the accuracy of payments, the security of personal information, and the overall quality of service offerings. ISB is in direct contact with programs and NAR. ISB conducts investigations and provides branches with reports on possible fraud cases. DARS is used during these investigations.
Program Operation Branch (POB)	ADM	The Program Operations Branch represents the focal point of most G&C programs at ESDC/Service Canada. As a part of Service Canada, POB leads on the Department's G&C Modernization Agenda, and advances work to improve the design, administration, and delivery of G&C. POB employees use DARS to view information relative to their clients. Overpayments are also sent to CFOB to be recorded in DARS.
Citizen Service Branch (CSB)	ADM	CSB delivers "Tier 1" service (general program/service information and self-service options) across a multi-channel network of over 600 Offices and Outreach locations (in-person points of service), 1 800 O-Canada Call Centres, and the Internet. CSB also provides more in-depth service for a range of other offerings. DARS is used to view information relative to their clients.
Service Canada - Regions	ADMs	Service Canada support Canadians by providing a single point of access to the full range of government services and benefits. The call centers use DARS to look up and respond to client inquiries on overpayments. The call centers are grouped in 4 regions and represent more than 2,000 DARS users. Program officers use DARS to manage or view accounts receivables information.
IITB - ISSO	ADM	The main stakeholder within the Innovation, Information and Technology Branch (IITB) will be Client Service Operations and Solution Development Directorate. Within this group, the ISSO-Technical team will provide SAP technical support/expertise to the Project. They will also assist in the creation of new 2-way interfaces with the program systems. The Enterprise Service Bus (ESB) team will also be leveraged for the interface realization.

Key Internal Stakeholders	Who	Project Role
		The DARS testing, DARS legacy support team and all legacy systems currently interfacing with DARS are key stakeholders in the project. Finally, IITB will also provide post implementation support.

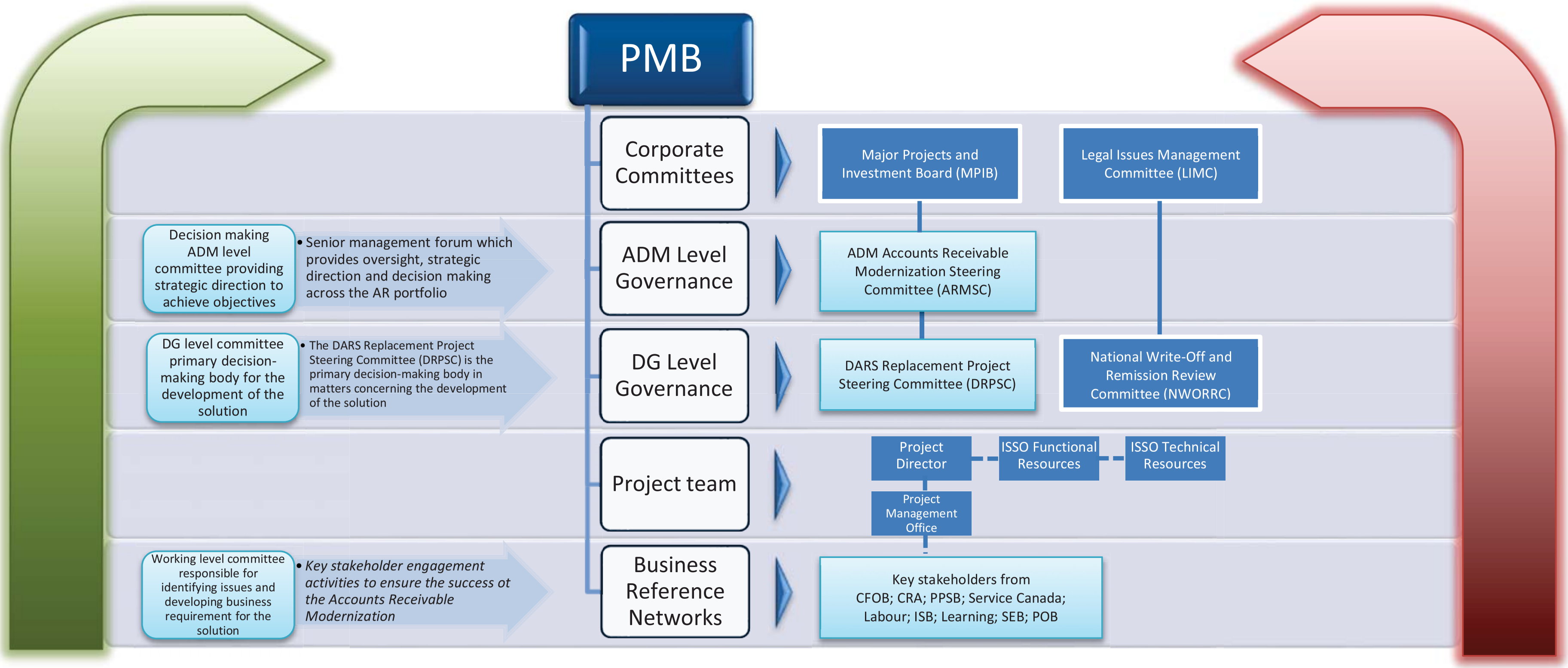
3.2 External Stakeholders

Key Internal Stakeholders	Who	Project Role
Treasury Board Secretariat	Office of the Comptroller General (OCG)	Provides oversight and guidance to the project. Ensuring adherence/compliance in the context of standardized Financial Management Business Processes (FMBP), Common Enterprise Data (CEDI) and a standardized Financial Management System Configuration (FMSC).
Shared Services Canada (SSC)	Shared Services Canada	SSC currently provides printing and mailing services for DARS tax slips and statements (i.e., Monthly Statement of Accounts and Notice of Debts). With the implementation of new DARS solution, SSC will continue to provide these services. SSC will also provide technical architecture support for the Project (i.e., assist with hardware sizing analysis, implement hardware requirements).
IFMS Cluster	IFMS Cluster	Provides information to support the implementation of SAP TRM PSCD. Provides a vehicle to align with other Government of Canada initiatives. Provides advice, sharing of ideas, best practices and lessons learned to assist in implementing SAP TRM PSCD.
PSPC	Bill Payment Services	DARS currently interfaces with PSPC's Matane Bill Payment System (BPS). On a weekly basis, account balance information is sent to Matane and is used to reconcile the source of incoming payments. This service will continue with the new DARS solution.
PSPC	Acquisitions Branch	Provides services and guidance related to the contracting and procurement of goods and services for the project.
Canada Revenue Agency	Collections Services	CRA is responsible for the collection of all DARS overpayments. More than 500 CRA recovery officers access the system. DARS supports the complete collections lifecycle. Many interfaces exist between DARS and CRA. ESDC sends files containing accounts eligible for CRA tax refund set-offs, predictive dialer, letter extracts. In return, CRA sends files containing set-off amounts for updating client files as well as bankruptcy/deceased information and set-off reconciliation data. CRA is a major stakeholder and as such will actively participate in all phases of the Project (i.e., requirements definition, development of new business processes, training and change management).

3.3 Project Governance Structure

The Executive Sponsor for the project is the CFO. He will have overall accountability for the project and ensures that the project is successful and delivers the agreed scope and business benefits, as outlined in the business case and blueprint. The Project Management Office for ARM is under the leadership of the Integrated Corporate Accountability and Accountability Directorate (ICAAD)

This directorate will lead all phases of the Project (i.e., requirements definition, development of new business processes, training and change management). To ensure the success of the initiative, the following Governance was implemented. An Assistant Deputy Minister (ADM) level committee and Director General (DG) level committee will be created and existing committees within the Department will be leveraged to allow the Department to meet its objectives.



The ADM, Accounts Receivable Modernization Steering Committee (ADMARMSC) is a senior management forum which provides oversight, strategic direction and decision making across the ARM portfolio of major transformation initiatives related to the Accounts Receivable Modernization initiative.

The ADMARMSC also functions as a key forum for information-sharing, consultation and collaboration between Branches. Through its activities, the ADMARMSC also supports collective discussion and shared understanding on key initiatives and/or issues.

The DARS Replacement Project Steering Committee (DRPSC) is the primary decision-making body in matters concerning the development of the solution specifically as they relate to:

- Selection of a solution;
- Implementation Approach; and
- Organizational Alignment.

The DRPSC also functions as a key forum for information-sharing, consultation and collaboration between Branches. Through its activities, the DRPSC also supports collective discussion and shared understanding on key initiatives and/or issues.

In addition to the DRPSC, the National Write-Off and Remissions Review Committee (NWORRC) will be the vehicle used to discuss and ensure progress and enhancements to the standardization efforts and the overall AR Framework.

4.0 TERMINOLOGY

ADM ~ Assistant Deputy Minister
ALM ~ Application Lifecycle Management
ARM ~ Accounts Receivable Modernization
ASAP ~ Accelerated SAP
BI ~ Business Intelligence
BPS ~ Bill Payment System
CEDI ~ Common Enterprise Data
CFOB ~ Chief Financial Officer Branch
CPP ~ Canada Pension Plan
CRA ~ Canada Revenue Agency
CSB ~ Citizen Service Branch
CSLP ~ Canada Loans and Apprentice Loan for Students
CPS ~ Central Process Scheduling
DG ~ Director General
DRPSC ~ DARS Replacement Project Steering Committee
ECC ~ Enterprise Central Component
EI ~ Employment Insurance
EP ~ Enterprise Portal
ePMO ~ Enterprise Project Management Office
ESB ~ Enterprise Service Bus
ESDC ~ Employment and Social Development Canada's
FMBP ~ Financial Management Business Processes
FMSC ~ Financial Management System Configuration
GRC ~ Governance Risk Compliance

IITB ~ Innovation, Information and Technology Branch
ICAAD ~ Corporate Accountability and Accountability Directorate
ISSO ~ In-Service Support Organization
IAs ~ International Agreements
ISB ~ Integrity Service Branch
MPIB ~ Major Projects and Investments Board
NCR ~ National Capital Region
NW ~ NetWeaver
NWORRC ~ National Write-Off and Remissions Review Committee
OCM ~ Organizational Change Management
OAS ~ Old Age Security
OAG ~ Office of the Auditor General
PPMF ~ Portfolio Project Management Framework
PPMP ~ Project Portfolio Management Process
PSPC ~ Public Services and Procurement Canada
PPSB ~ Payment Processing Services Branch
POB ~ Program Operation Branch
PIA ~ Privacy Impact Assessments
PO ~ Process Orchestration
RICEFW ~ Reports Interface Conversion Enhancement Forms Workflow
RFI ~ Request for Information
RFP ~ Request for Proposal
SAP TRM PSCD ~ SAP Tax and Revenue Management Public Sector collection and Disbursement solution
SSC ~ Shared Services Canada
SDLC ~ Systems Development Life Cycle
SolMan ~ Solution Manager
SOA ~ Service Oriented Architecture
TA ~ Task Authorizations

5.0 BUSINESS AND TECHNICAL ENVIRONMENT

5.1 Business Environment

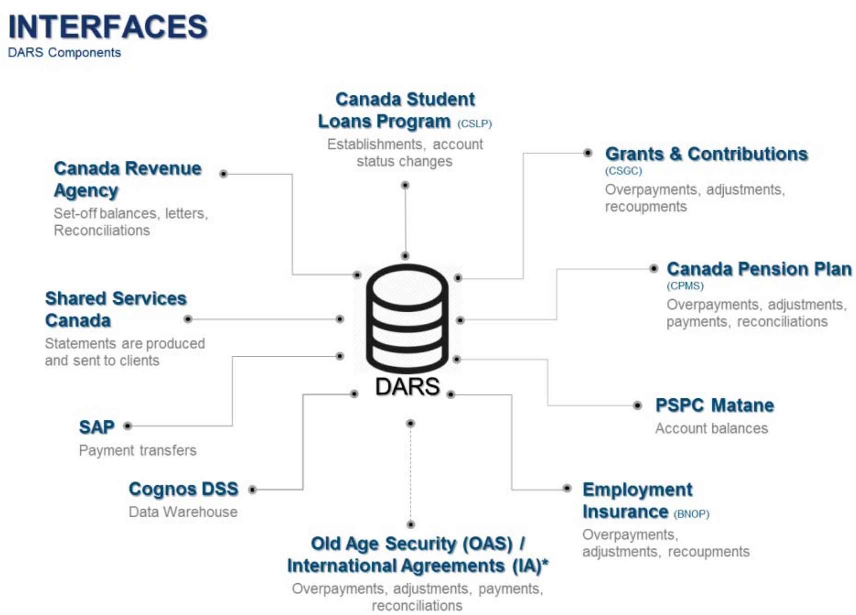
Currently the Accounts receivables and financials are managed via 2 different systems. DARS is the main sub-ledger of Receivables for the Department which is currently not fully integrated to myEMS SAP. The financials, including payment reception and General Ledger is the myEMS-SAP solution. There are also external partners to the Accounts Receivables business process as PSPC is the entity receiving payments on behalf of ESDC and the CRA is responsible for the collections on behalf of ESDC.

The current DARS system has approximately 4000 users, 3500 users are ESDC employees and 500 are CRA employees.

DARS in numbers:

DARS	
Number of Accounts:	3.3 Million
Value of Open items:	4.3 Billion
Number of Users:	4000 users (500 @ CRA)
Number of partner systems:	11
Number of interfaces:	28

High Level diagram of Interfaces and partner systems of the current situation:



* Please note that by the end of fiscal year 2015-2016, there will be two additional one way interfaces between DARS and OAS/IA.

The current myEMS-SAP solution is deployed to all 25 000 ESDC employees. The user community is composed of two types of users: practionners vs non practionners. The majority of users are non practionners. These are exposed to self service functions via the SAP portal. The practionners are exposed to SAP ECC has they require an extensive use of the tool to support their daily activities.

myEMS-SAP	
Number of Users:	25 000
Number of Business Scenarios	33
Number of Business Processes	100
Number of Business Process Steps	1800+
Number of partner systems:	18
Number of interfaces:	29

The DARS replacement Solution will be utilizing the SAP TRM PSCD module of SAP. This module will be an addition to the current myEMS-SAP solution. The following table summarizes the approximate scope of the new solution.

DARS Replacement Solution	
Number of Users:	4000
Number of Business Scenarios	1
Number of Business Processes	17
Number of Business Process Steps	155+
Number of partner systems:	11
Number of interfaces:	15

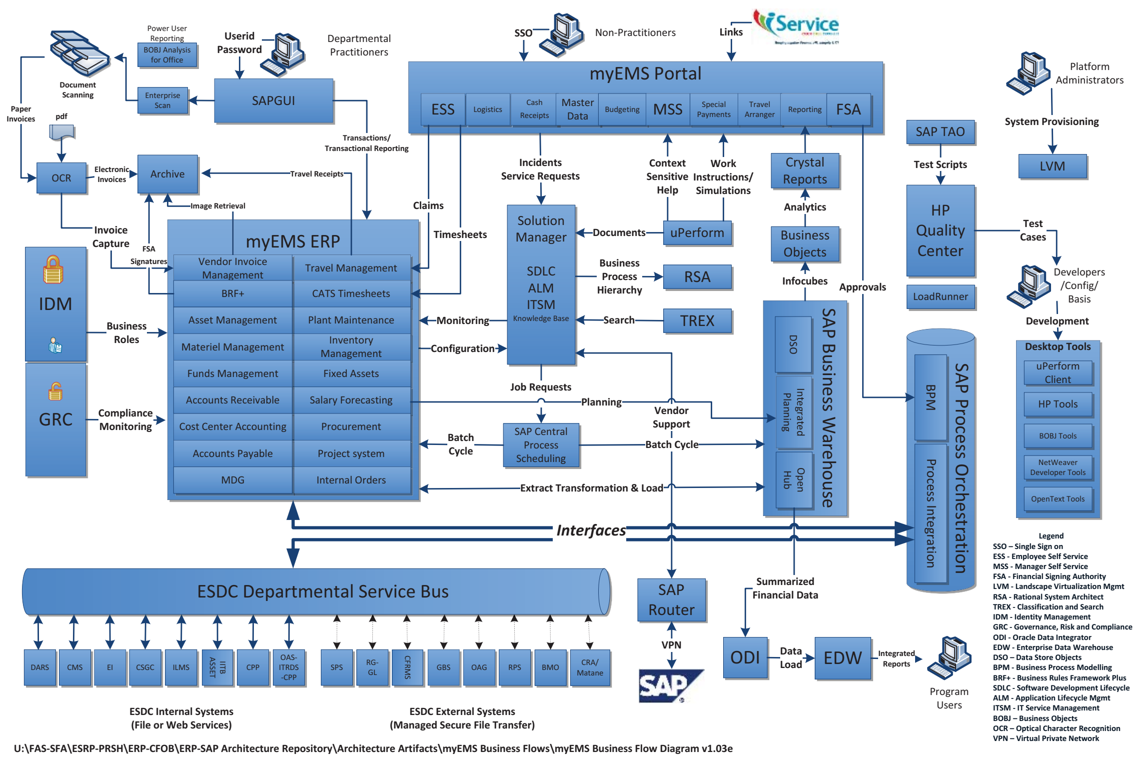
5.2 Technical Environment

The DARS replacement Solution will be utilizing the SAP TRM PSCD module of SAP ECC 6.0, Enhancement Pack 7 and SAP CRM 7.0.

The Contractor must adhere to the Accelerated SAP (ASAP) methodology in the completion of the work as ESDC is embedding ASAP as the standard approach for SAP implementations within the Department. SAP Solution Manager will be used to manage the solution in all phases of the project.

The current SAP Landscape at ESDC is depicted in the following diagram.

myEMS SAP Business Flow Diagram



The Contractor must deliver work using ESDC's standard software development technologies and tools as identified in each TA and this Contract.

Tool & Technology	ESDC environment
Project Management tools	MS Project, PMIS
Business Process Management and Blueprinting tool	SAP Solution Manager
Test Management Tool	HP Application Lifecycle Management SAP Solution Manager connector to HP ALM
Batch scheduling tool	Central Process Scheduling (CPS) by Redwood SAP Solution Manager connector to SAP CPS by Redwood
Modeling Tool	MS Visio
Development environment/tool:	ABAP Workbench, BSP

Source code management tool Infrastructure	SAP ECC 6.0 The ARM solution will be hosted on SSC managed infrastructure.

Third parties are allowed to use the above tools in the delivery of services to ESDC. The contractor must be responsible for acquiring any tools, including the required licenses, for any tools that are not listed above. ESDC expects the Contractor to remove all additional tools requiring licenses not owned by ESDC and that the ongoing operation of the DARS Replacement Solution does not depend on ESDC acquiring these tools.

ESDC will provide the requisite software for the technology stack and the Systems Development Life Cycle (SDLC) toolset.

6.0 PROJECT AND TARGETS SCHEDULE

6.1 Project Stages and Target Schedule

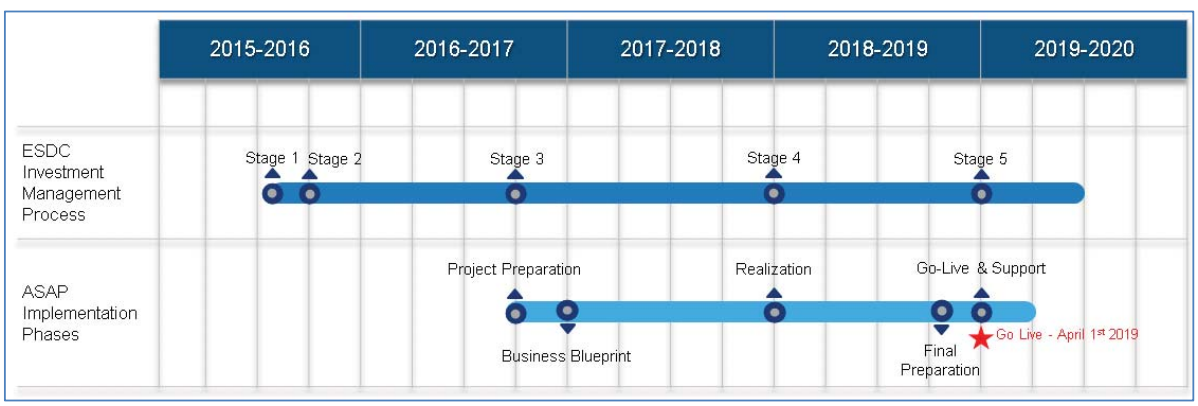
6.1.1 Project Stages

The Accounts Receivable Modernization (ARM) project must adhere to the Department's gating structure for governance, project management and project delivery as follows (Project Portfolio Management Process (PPMP)):

- Stage 1 - Justification
- Stage 2 - Initiation
- Stage 3 - Planning
- Stage 4 - Execution
- Stage 5 - Closure

The commencement of all stages is dependent on the prior gate approval by the Major Projects and Investments Board (MPIB). ARM has received Gate 1 approval and is currently in Stage 2. Funding availability is contingent to the approval of each Gate.

The Accelerated SAP (ASAP) implementation methodology will be used for ARM. The table below demonstrates the alignment between the Employment and Social Development Canada's (ESDC) investment management process stages and ASAP phases.



6.1.2 Target Schedule

The table below lists the target project milestones for ARM and the duration in days. The schedule below is only for information purpose. These are subject to change by ESDC as the project evolves over time:

PROJECT STAGES/PHASES	START	END	DURATION (Days)
STAGE 3 – Planning	**2017-01-01**	**2018-03-31**	**325**
Phase 1 - Project Preparation	2017-01-01	2017-03-31	65
Phase 2 - Business Blueprint	2017-04-01	2018-03-31	260
STAGE 4 – Execution	**2018-04-01**	**2019-03-31**	**260**
Phase 3 – Realization	2018-04-01	2019-01-31	219
Phase 4 - Final Preparation	2019-02-01	2019-03-31	41
STAGE 5 – Closure	**2019-04-01**	**2019-06-30**	**65**
Phase 5 - Go-Live and Support	2019-04-01	2019-06-30	65

7.0 RESOURCE CATEGORIES-TASKS AND DELIVERABLES

The Contractor's resources must collaborate with ESDC resources, and other contract personnel as appropriate, to deliver the services.

7.1 A1 - Application/Software Architect -SAP Application Architect (Level 3)	
7.1.1 General Responsibilities:	Develop frameworks and strategies to meet business and application requirement and identify the policies and requirements for the solution.
7.1.2 Tasks	The Application/Software Architect – SAP Application Architect (Level 3) must perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases: 7.1.2.1. Develop functional and technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet business application requirement; 7.1.2.2. Identify the policies and requirements that drive out a particular solution; 7.1.2.3. Analyze and evaluate alternative technology solutions to meet business problems; 7.1.2.4. Ensures the integration of all aspects of technology solutions; 7.1.2.5. Monitor industry trends to ensure that solutions fit with government and industry directions for technology; 7.1.2.6. Analyze functional requirements to identify information, procedures and decision flows;

	7.1.2.7. Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary; 7.1.2.8. Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems; 7.1.2.9. Define input/output sources, including detailed plan for technical design phase, and obtain approval of the system proposal; 7.1.2.10. Identify and document system specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions, etc.; 7.1.2.11. Provide timely and complete knowledge transfer to ESDC's project team staff through individual and group training, shadowing, demonstrations and written instructions; 7.1.2.12. Review business process mapping and solution documentation for all SAP business scenarios 7.1.2.13. Support ESDC's DARS Replacement solution including incident management, problem resolution and user support; 7.1.2.14. Provide oversight on change management and release and deployment processes and guidelines; 7.1.2.15. Lead problem escalation and resolution, working with SAP AG and other software/hardware vendors to resolve problems; 7.1.2.16. Design solutions with best architecture practices; 7.1.2.17. Provide a solid understanding of SAP product offering and it's interoperability with other components as well as high level understanding of interface technology; 7.1.2.18. Support software installations, upgrades and maintenance of SAP and associated technologies; 7.1.2.19. Apply knowledge of SAP Basis technology and products including Oracle Server RDBMS, and UNIX/Windows Server operating system skill to support SAP and associated technology infrastructure, landscape environments and interface systems; 7.1.2.20. Coordinate all infrastructure change management efforts utilizing change management tools and processes; 7.1.2.21. Lead architecture integration between SAP and other legacy systems and tools;

	7.1.2.22. Lead the design of the DARS Replacement Solution architecture; 7.1.2.23. Assist in architecting the technical landscape of the SAP solution; 7.1.2.24. Advise and support the Project Director, Project Manager and Technical Manager and provide technical guidance to the Technical team; and 7.1.2.25. Any other Work related to this category
7.1.3 Deliverables	The resource must provide, at a minimum, the following deliverables. All deliverables are subject to the review and acceptance of the Technical Authority. 7.1.3.1. ESDC DARS Replacement Solution Architecture document; 7.1.3.2. Integration Architecture and design document; 7.1.3.3. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority; 7.1.3.4. Status update presentations in electronic format such as Microsoft Word; and, 7.1.3.5. Any other project deliverables related to the tasks identified in Section 7.1.2 above, will be specified on the Task Authorization.

7.1.4 Technical Environment:

In order to perform the tasks outlined above the resource will be required to use the following technologies:

a. Large scale SAP Production system (500+ concurrent users);

b. SAP Solution Manager(SolMan) 7.0 and above;

c. SAP Enterprise Central Component (ECC) 6.0;

d. SAP Business Intelligence (BI); and

e. SAP Enterprise Portal (EP).

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Governance Risk Compliance (GRC);

ii. SAP Service Oriented Architecture (SOA);

iii. SAP Process Orchestration (PO);

iv. OpenText Invoice Capture Center (ICC);

v. SAP NetWeaver (NW);

vi. HP Application Lifecycle Management (ALM);

vii. Enterprise Service Bus (ESB); and

viii. SAP CRM 7.0

7.1.5 Functional Modules :

In order to perform the tasks outlined above the resource will be required to use the following functional modules:

a. SAP Accounts Receivable (FI-AR);

b. SAP General Ledger (FI-GL);

c. SAP Funds Management (FM);

d. SAP Tax and Revenue Management(TRM) for the Public Sector;

e. SAP Accelerated SAP (ASAP);

f. SAP Business Rules Framework (BRF+); and

g. SAP Business Workflow.

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Project Systems (PS);

ii. SAP Sales & Distribution (SD);

iii. SAP Business Warehouse (BW);

iv. SAP Business Intelligence (BI);

v. SAP Roles & Authorizations (R&A);

vi. SAP Materiel Management (MM);

vii. SAP Plant Maintenance (PM);

viii. SAP Asset Accounting (FI-AA);

ix. SAP Enterprise Asset Management (EAM);

x. SAP Travel Management (TM);

xi. SAP Cross Application Time Sheets (CATS);

xii. SAP Governance, Risk & Compliance (GRC);

xiii. SAP Salary Forecasting Tool (SFT);

xiv. SAP Business Planning & Consolidation (BPC);

xv. SAP Business Objects (BO);

xvi. SAP Investment Management (IM);

xvii. SAP Portfolio and Project Management;

xviii. SAP Flexible Real Estate Management (RE-FX);

xix. SAP Identity Management (IDM);

h. SAP Vendor Invoice Management (VIM);

xx. SAP HP Application Lifecycle Management (ALM);

xxi. SAP Test Acceleration and Optimization (TAO);

xxii. SAP Testing Tools;

xxiii. SAP Master Data Governance (MDG);

xxiv. SAP Public Sector Industry Solution;

xxv. SAP Human Resources (HR); and

xxvi. SAP Human Capital Management (HCM)

7.1.6 Certifications

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

Certification in any of the SAP functional modules listed in section 7.1.5

7.2 A.2 - ERP Functional Analyst - SAP Functional Analyst (Level 3)	
7.2.1 General responsibilities	Develop and document functional, business and/or system requirements.
7.2.2 Tasks	The ERP Functional Analyst - SAP Functional Analyst (Level 3) must perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases: 7.2.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to the SAP application area; 7.2.2.2. Provide guidance and advice on the best application of the Government of Canada's Directives, Policies, Guidelines and Practices for specific SAP application areas to ensure compliance, efficient and effective use of the DARS Replacement solution; 7.2.2.3. Provide guidance and advice on SAP best practices for specific SAP application areas and integration of these process with other SAP modules in particular integration with SAP Funds Management; 7.2.2.4. Provide guidance and advice on SAP best practices for specific SAP application areas and integration of these process with other SAP modules in particular integration with SAP Workflow with Business Rules Framework Plus (BRF+); 7.2.2.5. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of specific SAP application areas and integration with the DARS Replacement solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC integration issues with all software components, in particular, Enterprise Portal and Workflows; 7.2.2.6. Provide guidance and advice on SAP best practices as they relate to data requirements and modelling when enhancing existing or developing new reports in SAP; 7.2.2.7. Identify, document roles, authorizations and security requirements; 7.2.2.8. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met; 7.2.2.9. Lead the SAP functional development team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW); 7.2.2.10. Create learning material and Deliver end-user training;

	7.2.2.11. Train ESDC employees (various audience profiles) on exactly what they need to know in order to be able to carry out their jobs in the new environment by matching the required learning to each job role; 7.2.2.12. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM; 7.2.2.13. Provide timely and complete knowledge transfer to ESDC's project staff through individual and group training, shadowing, demonstrations including completeness of documentation; 7.2.2.14. Assist in developing and presenting various project status updates as well as project deliverables, and 7.2.2.15. Any other Work related to this category.
7.2.3Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority. 7.2.3.1. Business requirement documents; 7.2.3.2. Functional design documents; 7.2.3.3. Detailed configuration documents; 7.2.3.4. Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation; 7.2.3.5. Problem Analysis Reports; 7.2.3.6. Recommendations Reports; 7.2.3.7. Presentation and training material and execution; 7.2.3.8. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority; 7.2.3.9. Status update presentations in electronic format such as Microsoft Word; and 7.2.3.10. Any other project deliverables related to the tasks identified in Section 7.2.2 above, will be specified in the Task Authorization

7.2.4 Technical Environment

In order to perform the tasks outlined above the resource will be required to use the following technologies:

a. Large scale SAP Production system (500+ concurrent users);

b. SAP Solution Manager 7.0 and above (SolMan);

c. SAP Enterprise Central Component (ECC) 6.0;

d. SAP CRM 7.0;

e. SAP Business Intelligence (BI); and

f. SAP Enterprise Portal (EP);

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Process Orchestration (PO);

ii. SAP Service Oriented Architecture (SOA);

iii. HP Application Lifecycle Management (ALM); and

iv. ANCILE uPerform.

7.2.5 Functional Modules:

In order to perform the tasks outlined above the resource will be required to use the following functional modules:

a. SAP Accounts Payable (FI-AP);

b. SAP General Ledger (FI-GL);

c. SAP Controlling (FI-CO);

d. SAP Funds Management (FM); and

e. SAP Business Workflow;

It is anticipated that the resource may use any or all without limitation, any combination of the following:

i. SAP Accounts Receivable (AR);

ii. SAP Asset Accounting (FI-AA);

iii. SAP Project Systems (PS);

iv. SAP Materiel Management (MM);

v. SAP Plant Maintenance (PM);

vi. SAP Enterprise Asset Management (EAM);

vii. SAP Travel Management (TM);

viii. SAP Roles & Authorizations (R&A);

ix. SAP Business Intelligence (BI);

x. SAP Cross Application Time Sheets (CATS);

xi. SAP Governance, Risk & Compliance (GRC);

xii. SAP Salary Forecasting Tool (SFT);

xiii. SAP Business Planning & Consolidation (BPC);

xiv. SAP Business Warehouse (BW);

xv. SAP Business Objects (BO);

xvi. SAP Investment Management (IM);

xvii. SAP Sales & Distribution (SD);

xviii. SAP Tax and Revenue Management(TRM) for the Public Sector;

xix. SAP CRM 7.0;

xx. SAP Portfolio and Project Management;

xxi. SAP Flexible Real Estate Management (RE-FX);

xxii. SAP Identity Management (IDM);

xxiii. SAP Vendor Invoice Management (VIM);

xxiv. SAP Test Acceleration and Optimization (TAO);

xxv. SAP HP Application Lifecycle Management (ALM);

xxvi. SAP Accelerated SAP (ASAP);

xxvii. SAP Master Data Governance (MDG);

xxviii. SAP Business Rules Framework (BRF+);

xxix. SAP Public Sector Industry Solution;

xxx. SAP Human Resources (HR); and,

xxxi. SAP Human Capital Management (HCM).

7.2.6 Certifications:

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

Certification in any of the SAP functional modules listed in section 7.2.5

7.3 A2- ERP Functional Analyst - SAP Functional Analyst (Level 3) Accounts Receivable (AR)	
7.3.1General Responsibilities	Develop and document functional business and/or system requirements.
7.3.2 Tasks	The ERP Functional Analyst - SAP Functional Analyst (Level 3) Accounts Receivable must perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases 7.3.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP AR; 7.3.2.2. Provide guidance and advice on SAP best practices as they relate to the SAP AR processes and integration of these process with other SAP modules; 7.3.2.3. Provide guidance and advice on SAP best practices as they relate to the SAP AR processes and integration of these process with other SAP modules in particular integration with SAP TRM PSCD; 7.3.2.4. Provide guidance and advice on SAP best practices as they relate to the SAP AR processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows with Business Rules Framework plus (BRF+); 7.3.2.5. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the AR integration with the DARS Replacement solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC AR integration issues with all software components; 7.3.2.6. Provide guidance and advice on SAP best practices as they relate to data requirements and modelling when enhancing existing or developing new reports in SAP; 7.3.2.7. Identify, document roles, authorizations and security requirements;

	7.3.2.8. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met; 7.3.2.9. Lead the SAP AR team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW); 7.3.2.10. Create learning material and Deliver end-user training; 7.3.2.11. Train ESDC employees (various audience profiles) on exactly what they need to know in order to be able to carry out their jobs in the new environment by matching the required learning to each job role; 7.3.2.12. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM; 7.3.2.13. Provide timely and complete knowledge transfer to ESDC's project staff through individual and group training, shadowing, demonstrations including completeness of documentation; and 7.3.2.14. Assist in developing and presenting various project status updates as well as project deliverables, and 7.3.2.15. Any other Work related to this category
7.3.3 Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and approval of the Technical Authority. 7.3.3.1 Business requirement documents; 7.3.3.2 Functional design documents; 7.3.3.3 Detailed configuration documents; 7.3.3.4 Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation; 7.3.3.5 Problem Analysis Reports; 7.3.3.6 Recommendations Reports; 7.3.3.7 Presentation and training material and execution; 7.3.3.8 Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority;

	7.3.3.9 Status update presentations in electronic format such as Microsoft Word; and, 7.3.3.10 Any other project deliverables related to the tasks identified in Section 7.3.2 above will be specified in the Task Authorization.

7.3.4 Technical Environment

In order to perform the tasks outlined above the resource will be required to use the following technologies:

a. Large scale SAP Production system (500+ concurrent users);

b. SAP Solution Manager 7.0 or above (SolMan); and

c. SAP Enterprise Central Component (ECC) 6.0;

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP CRM 7.0;

ii. SAP Business Intelligence (BI);

iii. SAP Enterprise Portal (EP);

iv. SAP Process Orchestration (PO);

v. HP Application Lifecycle Management (ALM); and

vi. ANCILE uPerform.

7.3.5 Functional Modules:

In order to perform the tasks outlined above the resource will be require to use the following functional modules:

a. SAP Accounts Receivable (FI-AR).

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Accounts Payable (FI-AP);

ii. SAP Asset Accounting (FI-AA);

iii. SAP General Ledger (FI-GL);

iv. SAP Special Purpose Leger (FI-SPL);

v. SAP Controlling (FI-CO);

vi. SAP Project Systems (PS);

vii. SAP Materiel Management (MM);

viii. SAP Plant Maintenance (PM);

ix. SAP Enterprise Asset Management (EAM);

x. SAP Funds Management (FM);

xi. SAP Travel Management (TM);

xii. SAP Roles & Authorizations (R&A);

xiii. SAP Business Intelligence (BI);

xiv. SAP Cross Application Time Sheets (CATS);

xv. SAP Governance, Risk & Compliance (GRC);

xvi. SAP Salary Forecasting Tool (SFT);

xvii. SAP Business Planning & Consolidation (BPC);

xviii. SAP Business Warehouse (BW);

xix. SAP Business Objects (BO);

xx. SAP Investment Management (IM);

xxi. SAP Sales & Distribution (SD);

xxii. SAP Tax and Revenue Management(TRM) for the Public Sector;

xxiii. SAP CRM 7.0;

xxiv. SAP Portfolio and Project Management;

xxv. SAP Flexible Real Estate Management (RE-FX);

xxvi. SAP Identity Management (IDM);

xxvii. SAP Vendor Invoice Management (VIM);

xxviii. SAP Test Acceleration and Optimization (TAO);

xxix. SAP HP Application Lifecycle Management (ALM);

xxx. SAP Testing Tools;

xxxi. SAP Accelerated SAP (ASAP);

xxxii. SAP Master Data Governance (MDG);

xxxiii. SAP Business Rules Framework (BRF+);

xxxiv. SAP Business Workflow;

xxxv. SAP Public Sector Industry Solution;

xxxvi. SAP Human Resources (HR); and,

xxxvii. SAP Human Capital Management (HCM).

7.3.6 Certifications:

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

- Certification in any of the SAP functional modules listed in section 7.3.5

7.4 A2 - ERP Functional Analyst - SAP Functional Analyst (Level 3) Tax and Revenue Management - Public Sector Collections and Disbursements (TRM PSCD)	
7.4.1General responsibilities	Develop and document functional business and/or system requirements.
7.4.2 Tasks	The ERP Functional Analyst - SAP Functional Analyst (Level 3) Tax and Revenue Management - Public Sector Collections and Disbursements (TRM PSCD) must perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases: 7.4.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP TRM-PSCD; 7.4.2.2. Provide guidance and advice on SAP best practices as they relate to the SAP TRM-PSCD processes and integration of these process with other SAP modules in particular integration with SAP Funds Management; 7.4.2.3. Provide guidance and advice on SAP best practices as they relate to the SAP TRM processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows with Business Rules Framework plus (BRF+); 7.4.2.4. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the SAP TRM integration with the DARS Replacement solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC TRM-PSCD integration issues with all software components, in particular SAP CRM, Enterprise Portal and Workflows; 7.4.2.5. Identify, document roles, authorizations and security requirements;

	7.4.2.6. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met; 7.4.2.7. Lead the SAP TRM-PSCD team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW); 7.4.2.8. Create learning material and Deliver end-user training; 7.4.2.9. Train ESDC employees (various audience profiles) on exactly what they need to know in order to be able to carry out their jobs in the new environment by matching the required learning to each job role; 7.4.2.10. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM; 7.4.2.11. Provide timely and complete knowledge transfer to ESDC's project staff through individual and group training, shadowing, demonstrations including completeness of documentation; and 7.4.2.12. Assist in developing and presenting various project status updates as well as project deliverables., and 7.4.2.13. Any other Work related to this category
7.4.3 Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority. 7.4.3.1 Business requirement documents; 7.4.3.2 Functional design documents; 7.4.3.3 Detailed configuration documents; 7.4.3.4 Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation; 7.4.3.5 Problem Analysis Reports; 7.4.3.6 Recommendations Reports; 7.4.3.7 Presentation and training material and execution; 7.4.3.8 Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority;

	7.4.3.9 Status update presentations in electronic format such as Microsoft Word; and, 7.4.3.10 Any other project deliverables related to the tasks identified in Section 7.4.2 above, on an "as and when requested" basis as specified by the Technical Authority.

7.4.4 Technical Environment:

In order to perform the tasks outlined above the resource will be required to use the following technologies:

a. Large scale SAP Production system (500+ concurrent users);

b. SAP Solution Manager 7.0 or above (SolMan); and

c. SAP Enterprise Central Component (ECC) 6.0;

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Business Intelligence (BI);

ii. SAP Enterprise Portal (EP);

iii. SAP Process Orchestration (PO);

iv. HP Application Lifecycle Management (ALM); and

v. ANCILE uPerform.

7.4.5 Functional Modules:

In order to perform the tasks outlined above the resource will be required to use the following functional modules:

a. SAP Tax and Revenue Management(TRM) for the Public Sector *;* and

b. SAP Interaction Center.

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Accounts Payable (FI-AP);

ii. SAP Accounts Receivable (FI-AR);

iii. SAP Asset Accounting (FI-AA);

iv. SAP General Ledger (FI-GL);

v. SAP Special Purpose Leger (FI-SPL);

vi. SAP Controlling (FI-CO);

vii. SAP Project Systems (PS);

viii. SAP Materiel Management (MM);

ix. SAP Plant Maintenance (PM);

x. SAP Enterprise Asset Management (EAM);

xi. SAP Funds Management (FM);

xii. SAP Travel Management (TM);

xiii. SAP Roles & Authorizations (R&A);

xiv. SAP Business Intelligence (BI);

xv. SAP Cross Application Time Sheets (CATS);

xvi. SAP Governance, Risk & Compliance (GRC);

xvii. SAP Salary Forecasting Tool (SFT);

xviii. SAP Business Planning & Consolidation (BPC);

xix. SAP Business Warehouse (BW);

xx. SAP Business Objects (BO);

xxi. SAP Investment Management (IM);

xxii. SAP Sales & Distribution (SD);

xxiii. SAP CRM 7.0;

xxiv. SAP Portfolio and Project Management;

xxv. SAP Flexible Real Estate Management (RE-FX);

xxvi. SAP Identity Management (IDM);

xxvii. SAP Vendor Invoice Management (VIM);

xxviii. SAP Test Acceleration and Optimization (TAO);

xxix. SAP HP Application Lifecycle Management (ALM);

xxx. SAP Testing Tools;

xxxi. SAP Accelerated SAP (ASAP);

xxxii. SAP Master Data Governance (MDG);

xxxiii. SAP Business Rules Framework (BRF+);

xxxiv. SAP Business Workflow;

xxxv. SAP Public Sector Industry Solution;

xxxvi. SAP Human Resources (HR); and,

xxxvii. SAP Human Capital Management (HCM)

7.4.6 Certifications:

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

- ❖ Certification in any of the SAP functional modules listed in section 7.4.5

7.5 A2 - ERP Functional Analyst - SAP Functional Analyst (Level 3) Access Management.	
7.5.1General responsibilities	Develop and document functional business and/or system requirements.
7.5.2 Tasks	The ERP Functional Analyst - SAP Functional Analyst (Level 3) Access - Public Sector Collections and Disbursements (TRM PSCD) must perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases: 7.5.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP Access and Security; 7.5.2.2. Provide guidance and advice on SAP best practices as they relate to the SAP Access and Security processes and integration of these process with other SAP modules in particular integration with SAP Funds Management, SAP Public Sector Collections & Disbursements and SAP CRM; 7.5.2.3. Provide guidance and advice on SAP best practices as they relate to the SAP Access and Security processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows with Business Rules Framework plus (BRF+); 7.5.2.4. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the Access integration with the DARS Replacement solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC TRM-PSCD integration issues with all software components, in particular SAP CRM, Enterprise Portal and Workflows; 7.5.2.5. Identify, document roles, authorizations and security requirements;

	7.5.2.6. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met; 7.5.2.7. Lead the SAP Access and Security team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW); 7.5.2.8. Create learning material and Deliver end-user training; 7.5.2.9. Train ESDC employees (various audience profiles) on exactly what they need to know in order to be able to carry out their jobs in the new environment by matching the required learning to each job role; 7.5.2.10. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM; 7.5.2.11. Provide timely and complete knowledge transfer to ESDC's project staff through individual and group training, shadowing, demonstrations including completeness of documentation; 7.5.2.12. Assist in developing and presenting various project status updates as well as project deliverables, and 7.5.2.13. Any other Work related to this category.
7.5.3 Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority. 7.5.3.1. Business requirement documents; 7.5.3.2. Functional design documents; 7.5.3.3. SAP Access Role design documents; 7.5.3.4. SAP Access Business roles 7.5.3.5. SAP Access and Security strategy document; 7.5.3.6. Detailed configuration documents; 7.5.3.7. Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation; 7.5.3.8. Problem Analysis Reports; 7.5.3.9. Recommendations Reports; 7.5.3.10. Presentation and training material and execution;

	7.5.3.11. Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority; 7.5.3.12. Status update presentations in electronic format such as Microsoft Word; and, 7.5.3.13. Any other project deliverables related to the tasks identified in Section 7.5.2 above, will be specified in the Task Authorization.

7.5.4 Technical Environment

In order to perform the tasks outlined above the resource will be required to use the following technologies:

a. Large scale SAP Production system (500+ concurrent users);

b. SAP Solution Manager 7.0 or above (SolMan);

c. SAP Enterprise Central Component (ECC) 6.0.

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Business Intelligence (BI);

ii. SAP Enterprise Portal (EP);

iii. SAP Process Orchestration (PO);

iv. HP Application Lifecycle Management (ALM); and

v. ANCILE uPerform.

7.5.5 Functional Modules:

In order to perform the tasks outlined above the resource will be required to use the following functional modules:

a. SAP Identity Management (IDM); and

b. SAP Roles & Authorizations (R&A);

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Accounts Payable (FI-AP);

ii. SAP Accounts Receivable (FI-AR);

iii. SAP Asset Accounting (FI-AA);

iv. SAP General Ledger (FI-GL);

v. SAP Special Purpose Leger (FI-SPL);

vi. SAP Controlling (FI-CO);

vii. SAP Project Systems (PS);

viii. SAP Materiel Management (MM);

ix. SAP Plant Maintenance (PM);

x. SAP Enterprise Asset Management (EAM);

xi. SAP Funds Management (FM);

xii. SAP Travel Management (TM);

xiii. SAP Business Intelligence (BI);

xiv. SAP Cross Application Time Sheets (CATS);

xv. SAP Governance, Risk & Compliance (GRC);

xvi. SAP Salary Forecasting Tool (SFT);

xvii. SAP Business Planning & Consolidation (BPC);

xviii. SAP Business Warehouse (BW);

xix. SAP Business Objects (BO);

xx. SAP Investment Management (IM);

xxi. SAP Sales & Distribution (SD);

xxii. SAP CRM 7.0;

xxiii. SAP Portfolio and Project Management;

xxiv. SAP Flexible Real Estate Management (RE-FX);

xxv. SAP Tax and Revenue Management(TRM) for the Public Sector

xxvi. SAP Identity Management (IDM);

xxvii. SAP Vendor Invoice Management (VIM);

xxviii. SAP Test Acceleration and Optimization (TAO);

xxix. SAP HP Application Lifecycle Management (ALM);

xxx. SAP Testing Tools;

xxxi. SAP Accelerated SAP (ASAP);

xxxii. SAP Master Data Governance (MDG);

xxxiii. SAP Business Rules Framework (BRF+);

xxxiv. SAP Business Workflow;

xxxv. SAP Public Sector Industry Solution;

xxxvi. SAP Human Resources (HR); and,

xxxvii. SAP Human Capital Management (HCM).

7.6 A2 - ERP Functional Analyst - SAP Functional Analyst (Level 3) Interfaces & Legacy Systems	
7.6.1 General responsibilities	Develop and document functional business and/or system requirement.
7.6.2 Tasks	The ERP Functional Analyst - SAP Functional Analyst (Level 3) Interface must perform any combination of the following tasks during the Blueprinting, Realization, Final Preparation, Go-Live Support and/or Run phases: 7.6.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP Interfaces; 7.6.2.2. Provide guidance and advice on SAP best practices as they relate to the SAP Interfaces processes and integration of these process with other SAP modules in particular integration with SAP Funds Management, SAP Public Sector Collections & Disbursements and SAP CRM; 7.6.2.3. Provide guidance and advice on SAP best practices as they relate to the SAP Interfaces processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows with Business Rules Framework plus (BRF+); 7.6.2.4. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the interface integration with the DARS Replacement solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC TRM-PSCD integration issues with all software components, in particular SAP CRM, Enterprise Portal and Workflows; 7.6.2.5. Review ESDC legacy systems, including background material, owners and solution target; 7.6.2.6. Conduct assessment and classification of legacy systems; 7.6.2.7. Conduct analysis on legacy systems functions and capacity; 7.6.2.8. Evaluation and assess data requirements 7.6.2.9. Identify, document roles, authorizations and security requirements; 7.6.2.10. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met; 7.6.2.11. Lead the SAP Interface and Legacy Systems team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW); 7.6.2.12. Create learning material and Deliver end-user training;

	7.6.2.13. Train ESDC employees (various audience profiles) on exactly what they need to know in order to be able to carry out their jobs in the new environment by matching the required learning to each job role; 7.6.2.14. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM; 7.6.2.15. Provide timely and complete knowledge transfer to ESDC's project staff through individual and group training, shadowing, demonstrations including completeness of documentation; and 7.6.2.16. Assist in developing and presenting various project status updates as well as project deliverables., and 7.6.2.17. Any other Work related to this category.
7.6.3. Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority. 7.6.3.1. Business requirement documents 7.6.3.2. Functional design documents 7.6.3.3. Detailed configuration documents; 7.6.3.4. Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation; 7.6.3.5. Problem Analysis Reports; 7.6.3.6. Recommendations Reports; 7.6.3.7. Presentation and training material and execution; 7.6.3.8. Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority; 7.6.3.9. Status update presentations in electronic format such as Microsoft Word; and, 7.6.3.10. Any other project deliverables related to the tasks identified in Section 7.6.2 above, will be specified in the Task Authorization.

7.6.4 Technical Environment:

In order to perform the tasks outlined above the resource will be required to use the following technologies:

a. Large scale SAP Production system (500+ concurrent users);

b. SAP Solution Manager 7.0 or above(SolMan); and

c. SAP Enterprise Central Component (ECC) 6.0;

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Business Intelligence (BI);

ii. SAP Enterprise Portal (EP);

iii. SAP Process Orchestration (PO);

iv. HP Application Lifecycle Management (ALM); and

v. ANCILE uPerform.

7.6.5 Functional Modules:

It is anticipated that the resource may use any or all without limitation, any combination of the following:

i. SAP Accounts Payable (FI-AP);

ii. SAP Accounts Receivable (FI-AR);

iii. SAP Asset Accounting (FI-AA);

iv. SAP General Ledger (FI-GL);

v. SAP Special Purpose Leger (FI-SPL);

vi. SAP Controlling (FI-CO);

vii. SAP Project Systems (PS);

viii. SAP Materiel Management (MM);

ix. SAP Plant Maintenance (PM);

x. SAP Enterprise Asset Management (EAM);

xi. SAP Funds Management (FM);

xii. SAP Travel Management (TM);

xiii. SAP Business Intelligence (BI);

xiv. SAP Cross Application Time Sheets (CATS);

xv. SAP Governance, Risk & Compliance (GRC);

xvi. SAP Salary Forecasting Tool (SFT);

xvii. SAP Business Planning & Consolidation (BPC);

xviii. SAP Business Warehouse (BW);

xix. SAP Business Objects (BO);

xx. SAP Investment Management (IM);

xxi. SAP Sales & Distribution (SD);

xxii. SAP CRM 7.0;

xxiii. SAP Portfolio and Project Management;

xxiv. SAP Flexible Real Estate Management (RE-FX);

xxv. SAP Tax and Revenue Management(TRM) for the Public Sector;

xxvi. SAP Identity Management (IDM);

xxvii. SAP Vendor Invoice Management (VIM);

xxviii. SAP Test Acceleration and Optimization (TAO);

xxix. SAP HP Application Lifecycle Management (ALM);

xxx. SAP Testing Tools;

xxxi. SAP Accelerated SAP (ASAP);

xxxii. SAP Master Data Governance (MDG);

xxxiii. SAP Business Rules Framework (BRF+);

xxxiv. SAP Business Workflow;

xxxv. SAP Public Sector Industry Solution;

xxxvi. SAP Human Resources (HR); and,

xxxvii. SAP Human Capital Management (HCM).

7.7 A2 - ERP Functional Analyst - SAP Functional Analyst (Level 3) Reporting.	
7.7.1 General responsibilities	Develop and document functional business and/or system requirements.
7.7.2 Tasks	The ERP Functional Analyst - SAP Functional Analyst (Level 3) Reporting - Public Sector Collections and Disbursements (TRM PSCD) must perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases: 7.7.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP Reporting; 7.7.2.2. Provide guidance and advice on SAP best practices as they relate to the SAP Reporting processes and integration of these process with other SAP modules in particular integration with SAP Funds Management, SAP Public Sector Collections & Disbursements and SAP CRM; 7.7.2.3. Provide guidance and advice on SAP best practices as they relate to the SAP reporting processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows with Business Rules Framework plus (BRF+); 7.7.2.4. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the report integration with the DARS Replacement solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC TRM-PSCD integration issues with all software components, in particular SAP CRM, Enterprise Portal and Workflows; 7.7.2.5. Identify, document roles, authorizations and security requirements; 7.7.2.6. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met; 7.7.2.7. Support the SAP DARS Replacement team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW); 7.7.2.8. Create learning material and Deliver end-user training; 7.7.2.9. Train ESDC employees (various audience profiles) on exactly what they need to know in order to be able to carry out their jobs in the new environment by matching the required learning to each job role; 7.7.2.10. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM;

	7.7.2.11. Provide timely and complete knowledge transfer to ESDC's project staff through individual and group training, shadowing, demonstrations including completeness of documentation; 7.7.2.12. Assist in developing and presenting various project status updates as well as project deliverables, and 7.7.2.13. Any other Work related to this category.
7.7.3 Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority. 7.7.3.1. Business requirement documents; 7.7.3.2. Functional design documents; 7.7.3.3. Reporting specification document; 7.7.3.4. Detailed configuration documents; 7.7.3.5. Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation; 7.7.3.6. Problem Analysis Reports; 7.7.3.7. Recommendations Reports; 7.7.3.8. Presentation and training material and execution; 7.7.3.9. Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority; 7.7.3.10. Status update presentations in electronic format such as Microsoft Word; and, 7.7.3.11. Any other project deliverables related to the tasks identified in Section 7.7.2 above, will be specified in the Task Authorization.

7.7.4 Technical Environment:

In order to perform the tasks outlined above the resource will be required to use the following technologies:

a. Large scale SAP Production system (500+ concurrent users);

b. SAP Solution Manager 7.0 or above (SolMan);

c. SAP Enterprise Central Component (ECC) 6.0; and

d. SAP Business Warehouse (BW).

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Business Intelligence (BI);

ii. SAP Enterprise Portal (EP);

iii. SAP HANA;

iv. HP Application Lifecycle Management (ALM); and

v. ANCILE uPerform.

7.7.5 Functional Modules:

In order to perform the tasks outlined above the resource will be required to use the following functional modules:

a. SAP Business Warehouse (BW); and

b. SAP Business Objects (BO);

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Accounts Payable (FI-AP);

ii. SAP Accounts Receivable (FI-AR);

iii. SAP Asset Accounting (FI-AA);

iv. SAP General Ledger (FI-GL);

v. SAP Special Purpose Leger (FI-SPL);

vi. SAP Controlling (FI-CO);

vii. SAP Project Systems (PS);

viii. SAP Materiel Management (MM);

ix. SAP Plant Maintenance (PM);

x. SAP Enterprise Asset Management (EAM);

xi. SAP Funds Management (FM);

xii. SAP Travel Management (TM);

xiii. SAP Business Intelligence (BI);

xiv. SAP Cross Application Time Sheets (CATS);

xv. SAP Governance, Risk & Compliance (GRC);

xvi. SAP Identity Management (IDM);

xvii. SAP Roles & Authorizations (R&A);

xviii. SAP Salary Forecasting Tool (SFT);

xix. SAP Business Planning & Consolidation (BPC);

xx. SAP Investment Management (IM);

xxi. SAP Sales & Distribution (SD);

xxii. SAP CRM 7.0;

xxiii. SAP Portfolio and Project Management;

xxiv. SAP Flexible Real Estate Management (RE-FX);

xxv. SAP Tax and Revenue Management(TRM) for the Public Sector;

xxvi. SAP Identity Management (IDM);

xxvii. SAP Vendor Invoice Management (VIM);

xxviii. SAP Test Acceleration and Optimization (TAO);

xxix. SAP HP Application Lifecycle Management (ALM);

xxx. SAP Testing Tools;

xxxi. SAP Accelerated SAP (ASAP);

xxxii. SAP Master Data Governance (MDG);

xxxiii. SAP Business Rules Framework (BRF+);

xxxiv. SAP Business Workflow;

xxxv. SAP Public Sector Industry Solution;

xxxvi. SAP Human Resources (HR); and,

xxxvii. SAP Human Capital Management (HCM).

7.8 A2 - ERP Functional Analyst - SAP Functional Analyst (Level 3) Data Conversions	
7.8.1 General responsibilities	Develop and document functional business and/or system requirement.
7.8.2 Tasks	The ERP Functional Analyst - SAP Functional Analyst (Level 3) Data conversions must perform any combination of the following tasks during the Blueprinting, Realization, Final Preparation, Go-Live Support and/or Run phases: 7.8.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP data conversions; 7.8.2.2. Provide guidance and advice on SAP best practices as they relate to the SAP data conversion processes and integration of these process with other SAP modules in particular integration with SAP Funds Management, SAP Public Sector Collections & Disbursements and SAP CRM; 7.8.2.3. Provide guidance and advice on SAP best practices as they relate to the SAP data conversions processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows with Business Rules Framework plus (BRF+); 7.8.2.4. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the data conversion integration with the DARS Replacement solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC TRM-PSCD integration issues with all software components, in particular SAP CRM, Enterprise Portal and Workflows; 7.8.2.5. Review ESDC data conversion requirements, including background material, owners and solution target; 7.8.2.6. Conduct assessment and classification of data conversions; 7.8.2.7. Conduct analysis on data conversions functions and capacity; 7.8.2.8. Evaluation and assess data requirements 7.8.2.9. Identify, document roles, authorizations and security requirements; 7.8.2.10. Execute data validation and transformation prior to conversion; 7.8.2.11. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met; 7.8.2.12. Lead the SAP data conversion team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW);

	7.8.2.13. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM; 7.8.2.14. Provide timely and complete knowledge transfer to ESDC's project staff through individual and group training, shadowing, demonstrations including completeness of documentation; and 7.8.2.15. Assist in developing and presenting various project status updates as well as project deliverables., and 7.8.2.16. Any other Work related to this category.
7.8.3. Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority. 7.8.3.1. Data conversion plan and approach; 7.8.3.2. Business data requirement documents 7.8.3.3. Functional design documents 7.8.3.4. Data quality assessment documents; 7.8.3.5. Data conversion inventory; 7.8.3.6. Data transformation 7.8.3.7. Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation; 7.8.3.8. Problem Analysis Reports; 7.8.3.9. Recommendations Reports; 7.8.3.10. Presentation and training material and execution; 7.8.3.11. Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority; 7.8.3.12. Status update presentations in electronic format such as Microsoft Word; and, 7.8.3.13. Any other project deliverables related to the tasks identified in Section 7.8.2 above, will be specified in the Task Authorization.

7.8.4 Technical Environment:

In order to perform the tasks outlined above the resource will be required to use the following technologies:

a. Large scale SAP Production system (500+ concurrent users);

b. SAP Solution Manager 7.0 or above (SolMan); and

c. SAP Enterprise Central Component (ECC) 6.0;

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP CRM 7.0;

ii. SAP Business Intelligence (BI);

iii. SAP Enterprise Portal (EP);

vi. SAP Process Orchestration (PO);

vii. SAP HANA;

viii. HP Application Lifecycle Management (ALM); and

ix. ANCILE uPerform.

7.8.5 Functional Modules:

It is anticipated that the resource may use any or all without limitation, any combination of the following:

i. SAP Accounts Payable (FI-AP);

ii. SAP Accounts Receivable (FI-AR);

iii. SAP Asset Accounting (FI-AA);

iv. SAP General Ledger (FI-GL);

v. SAP Special Purpose Leger (FI-SPL);

vi. SAP Controlling (FI-CO);

vii. SAP Project Systems (PS);

viii. SAP Materiel Management (MM);

ix. SAP Plant Maintenance (PM);

x. SAP Enterprise Asset Management (EAM);

xi. SAP Funds Management (FM);

xii. SAP Travel Management (TM);

xiii. SAP Business Intelligence (BI);

xiv. SAP Cross Application Time Sheets (CATS);

xv. SAP Governance, Risk & Compliance (GRC);

xvi. SAP Salary Forecasting Tool (SFT);

xvii. SAP Business Planning & Consolidation (BPC);

xviii. SAP Business Warehouse (BW);

xix. SAP Business Objects (BO);

xx. SAP Investment Management (IM);

xxi. SAP Sales & Distribution (SD);

xxii. SAP CRM 7.0;

xxiii. SAP Portfolio and Project Management;

xxiv. SAP Flexible Real Estate Management (RE-FX);

xxv. SAP Tax and Revenue Management(TRM) for the Public Sector;

xxvi. SAP Identity Management (IDM);

xxvii. SAP Vendor Invoice Management (VIM);

xxviii. SAP Test Acceleration and Optimization (TAO);

xxix. SAP HP Application Lifecycle Management (ALM);

xxx. SAP Testing Tools;

xxxi. SAP Accelerated SAP (ASAP);

xxxii. SAP Master Data Governance (MDG);

xxxiii. SAP Business Rules Framework (BRF+);

xxxiv. SAP Business Workflow;

xxxv. SAP Public Sector Industry Solution;

xxxvi. SAP Human Resources (HR); and,

xxxvii. SAP Human Capital Management (HCM).

7.9 P1 - Change Management Consultant - SAP Change Management Expert (Level 3)	
7.9.1 General responsibilities	Project change management activities, manage change requests.
7.9.2 Tasks	The Change Management Consultant - SAP Change Management Expert (Level 3) must perform any combination of the following tasks during the Project preparation, Blueprinting, Realization, Final Preparation, Go-Live Support and/or Run phases. 7.9.2.1. Analyze and develop Change Management strategy; 7.9.2.2. Ensures that the change request management process is followed and that only authorized changes are implemented; 7.9.2.3. Ensures changes conform to process standards and principles; 7.9.2.4. Coordinates the collection and presentation of changes to appropriate governance; 7.9.2.5. Receives and validates initial priorities to changes, updates change status, closes changes; 7.9.2.6. Return changes that do not meet the defined requirements; 7.9.2.7. Refers changes to Service Providers for impact analysis and to help identify areas of possible impact; 7.9.2.8. Monitors on-going progress of changes through their lifecycle; 7.9.2.9. Tables and circulates all changes, Agendas and other pertinent material for change governance meetings; 7.9.2.10. Approves changes on behalf of the solution director; 7.9.2.11. Participates in other process initiatives and process reviews; 7.9.2.12. Manages the urgent category changes and escalation process; 7.9.2.13. Analyzes change records to detect any trends or problems and proposes actions to rectify apparent weak areas in the change request management process and supporting technologies; 7.9.2.14. Communicates and tracks the status of changes to Change Requestors and key stakeholders; 7.9.2.15. Documents results of production change request management; 7.9.2.16. Reviews effectiveness and efficiency of the change request management process and identifies opportunities for process improvement;

	7.9.2.17. Defines and develops change request management process metrics and reporting requirements 7.9.2.18. Ensures change request management process, sub-processes and tools integrate with other processes (e.g. Release & Deployment Management); 7.9.2.19. Support the Change Process Owner and Management for documenting the requirements and guidelines of the change request management tool usage; and ensuring the change request management process is working well and ensuring that corrective action is taken when the process falters, and 7.9.2.20. Any other Work related to this category.
7.9.3 Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority. 7.9.3.1. Change Management Strategy and Plan; 7.9.3.2. Change Management Process including escalation process 7.9.3.3. Change Management governance; 7.9.3.4. Risk management strategy report; 7.9.3.5. Risk and issues log; 7.9.3.6. A detailed Project Plan for Change Management including tasks, resource requirements, work effort, dependencies and associated cost estimates; 7.9.3.7. A schedule that establishes milestones and critical path as well as for project monitoring and reporting; 7.9.3.8. Presentation and Training material; 7.9.3.9. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority; 7.9.3.10. Status update presentations in electronic format such as Microsoft Word; and, 7.9.3.11. Any other project deliverables related to the tasks identified in Section 7.9.2 above will be specified in the Task Authorization.

7.9.4 Technical Environment

In order to perform the tasks outlined above the resource will be required to use the following technologies:

a. Large scale SAP Production system (500+ concurrent users);

b. SAP Solution Manager (SolMan) 7.0 or above; and

c. SAP Enterprise Central Component (ECC) 6.0;

It is anticipated that the resource may use, without limitation, the following:

i. Microsoft Office (Word, Excel, PowerPoint, Visio and Project).

7.9.5 Functional Modules:

In order to perform the tasks outlined above the resource will be required to use the following functional modules:

i. SAP Accelerated SAP (ASAP).

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

ii. SAP Accounts Payable (FI-AP);

iii. SAP Accounts Receivable (FI-AR);

iv. SAP Asset Accounting (FI-AA);

v. SAP General Ledger (FI-GL);

vi. SAP Special Purpose Leger (FI-SPL);

vii. SAP Controlling (FI-CO);

viii. SAP Project Systems (PS);

ix. SAP Materiel Management (MM);

x. SAP Plant Maintenance (PM);

xi. SAP Enterprise Asset Management (EAM);

xii. SAP Funds Management (FM);

xiii. SAP Travel Management (TM);

xiv. SAP Roles & Authorizations (R&A);

xv. SAP Business Intelligence (BI);

xvi. SAP Cross Application Time Sheets (CATS);

xvii. SAP Governance, Risk & Compliance (GRC);

xviii. SAP Salary Forecasting Tool (SFT);

xix. SAP Business Planning & Consolidation (BPC);

xx. SAP Business Warehouse (BW);

xxi. SAP Business Objects (BO);

xxii. SAP Investment Management (IM);

xxiii. SAP Sales & Distribution (SD);

xxiv. SAP Tax and Revenue Management(TRM) for the Public Sector;

xxv. SAP CRM 7.0;

xxvi. SAP Portfolio and Project Management;

xxvii. SAP Flexible Real Estate Management (RE-FX);

xxviii. SAP Identity Management (IDM);

xxix. SAP Vendor Invoice Management (VIM);

xxx. SAP Test Acceleration and Optimization (TAO);

xxxi. SAP HP Application Lifecycle Management (ALM);

xxxii. SAP Testing Tools;

xxxiii. SAP Master Data Governance (MDG);

xxxiv. SAP Business Rules Framework (BRF+);

xxxv. SAP Business Workflow;

xxxvi. SAP Public Sector Industry Solution;

xxxvii. SAP Human Resources (HR); and,

xxxviii. SAP Human Capital Management (HCM).

7.9.6 Certifications:

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

- ❖ Not applicable.

7.10 P1 - Change Management Consultant - SAP Organizational Change Management Expert (Level 3)	
7.10.1 General responsibilities	Lead Organizational Change Management related activities including change readiness, communication and engagement and training.
7.10.2 Tasks	The Change Management Consultant - SAP Change Management Expert (Level 3) must perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases. 7.10.2.1. Analyze and develop business critical success factors; 7.10.2.2. Analyze and develop Organizational Change Management strategy; 7.10.2.3. Develop and execute an Organizational Change Management plan; 7.10.2.4. Coordinates the collection and presentation of changes and impacts to appropriate governance; 7.10.2.5. Refers changes to Service Providers for impact analysis and to help identify areas of possible impact; 7.10.2.6. Monitors on-going progress of changes through their lifecycle; 7.10.2.7. Tables and circulates changes and impacts, Agendas and other pertinent material for change governance meetings; 7.10.2.8. Participates in other process initiatives and process reviews; 7.10.2.9. Analyzes organizational change documentation to detect any trends or problems and proposes actions to rectify apparent weak areas in the change management process and supporting technologies; 7.10.2.10. Communicates and tracks the status of changes to Change Requestors and key stakeholders; 7.10.2.11. Documents results of organizational change management; 7.10.2.12. Defines and develops organizational change management process metrics and reporting requirements 7.10.2.13. Ensures organizational change management process, sub-processes and tools integrate with other processes (e.g. Release & Deployment Management); 7.10.2.14. Support the organizational Change Process Owner and Management for documenting the requirements and guidelines of the change management tool usage; and ensuring the change request management process is working well and ensuring that corrective action is taken when the process falters, and

	7.10.2.15. Any other Work related to this category
7.10.3 Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority. 7.10.3.1. Communications Strategy and Plan; 7.10.3.2. Change Management Strategy and Plan; 7.10.3.3. Training Strategy, Approach and Plan; 7.10.3.4. A detailed Project Plan for Change Management including tasks, resource requirements, work effort, dependencies and associated cost estimates; 7.10.3.5. A schedule that establishes milestones and critical path as well as for project monitoring and reporting; 7.10.3.6. Presentation and Training material; 7.10.3.7. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority; 7.10.3.8. Status update presentations in electronic format such as Microsoft Word; and, 7.10.3.9. Any other project deliverables related to the tasks identified in Section 7.10.2 above will be specified in the Task Authorization.

7.10.4 Technical Environment:

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

ii. SAP version ECC 6.0;

iii. SAP Solution Manager 7.0 or above; and

iv. Microsoft Office (Word, Excel, PowerPoint, Visio and Project).

7.10.5 Functional Modules:

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Accounts Payable (FI-AP);

ii. SAP Accounts Receivable (FI-AR);

iii. SAP Asset Accounting (FI-AA);

iv. SAP General Ledger (FI-GL);

v. SAP Special Purpose Leger (FI-SPL);

vi. SAP Controlling (FI-CO);

vii. SAP Project Systems (PS);

viii. SAP Materiel Management (MM);

ix. SAP Plant Maintenance (PM);

x. SAP Enterprise Asset Management (EAM);

xi. SAP Funds Management (FM);

xii. SAP Travel Management (TM);

xiii. SAP Roles & Authorizations (R&A);

xiv. SAP Business Intelligence (BI);

xv. SAP Cross Application Time Sheets (CATS);

xvi. SAP Governance, Risk & Compliance (GRC);

xvii. SAP Salary Forecasting Tool (SFT);

xviii. SAP Business Planning & Consolidation (BPC);

xix. SAP Business Warehouse (BW);

xx. SAP Business Objects (BO);

xxi. SAP Investment Management (IM);

xxii. SAP Sales & Distribution (SD);

xxiii. **S**AP Tax and Revenue Management(TRM) for the Public Sector;

xxiv. SAP CRM 7.0;

xxv. SAP Portfolio and Project Management;

xxvi. SAP Flexible Real Estate Management (RE-FX);

xxvii. SAP Identity Management (IDM);

xxviii. SAP Vendor Invoice Management (VIM);

xxix. SAP Test Acceleration and Optimization (TAO);

xxx. SAP HP Application Lifecycle Management (ALM);

xxxi. SAP Testing Tools;

xxxii. SAP Accelerated SAP (ASAP);

xxxiii. SAP Master Data Governance (MDG);

xxxiv. SAP Business Rules Framework (BRF+);

xxxv. SAP Business Workflow;

xxxvi. SAP Public Sector Industry Solution;

xxxvii. SAP Human Resources (HR); and

xxxviii. SAP Human Capital Management (HCM).

7.11 P9 - Project Manager – SAP Project Manager (Level 3)	
7.11.1 General responsibilities	Manage the project during the development, implementation and operations start up by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters.
7.11.2 Tasks	The Project Manager – SAP Project Manager (Level 3) must perform any combination of the following tasks during Blueprinting, Realization, Final Preparation, Go-Live Support and/or Run phases Manage functional and/or technical requirements planning activities; 7.11.2.1. Implement reporting strategy and dashboard for functional and/or technical ERP deliverables; 7.11.2.2. Participate in the development of Service Management requirements and practices required for the Project and In-Service Organization; 7.11.2.3. Interact with other business and project teams to document and manage project schedule dependencies; 7.11.2.4. Prepare terms of reference and agenda for project level working groups; 7.11.2.5. Develop functional and/or technical risk management plan; 7.11.2.6. Develop and maintain functional and/or technical ERP plans, tools, procedures and systems; 7.11.2.7. Manage, coordinate and enforce the use of tools, procedures and systems within the functional and technical teams; 7.11.2.8. Prepare, refine, review written documentation, reports, dashboards and make oral presentations;

	7.11.2.9. Prepare or assist in project budget, costing and scheduling estimates as well as project implementation approaches, issue/quality management processes and organizational requirements; 7.11.2.10. Identify and monitor risk throughout a project and prepare preventive, mitigating and contingency plans; 7.11.2.11. Prepare, refine and review Work Breakdown Structures (WBS), Schedules, Resource Allocation Matrices (RAM), quality assurance or other necessary standards, Organizational Breakdown Structures (OBS) and other project control documents; 7.11.2.12. Collect, review, analyze, track and report on project performance data and advise on the time, cost, scope, quality, business requirements or other performance parameters; 7.11.2.13. Prepare, refine, review performance reports and facilitate integration with other tools/reports as necessary; 7.11.2.14. Plan functional and/or technical deliverables based on ASAP methodology with participation of team leads; 7.11.2.15. Create proposals (impact assessment, cost benefit analysis, feasibility assessments, risk analysis) for the development of new and enhanced business solutions for internal and external clients in response to changing client programs and business requirements and considering advances in ERP technology; 7.11.2.16. Develop weekly status report for Functional and/or Technical Director, management and steering committee meetings; 7.11.2.17. Provide timely and complete knowledge transfer to ESDC's project team staff through individual and group training, shadowing, demonstrations and written instructions; 7.11.2.18. Assist in developing and presenting various project status updates as well as project deliverables, and 7.11.2.19. Any other Work related to this category.
7.11.3 Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority. 7.11.3.1. Tracking report on functional and/or technical project plan and schedule; 7.11.3.2. Document on Certification and Accreditation approach and deliverables;

	7.11.3.3. Plan and tracking report on functional and/or technical critical path based on Project baseline schedule; 7.11.3.4. Phase and/or Project Close out report; 7.11.3.5. Document on ESDC transport process and approval; 7.11.3.6. ERP Release Management Strategy; 7.11.3.7. Document detailing the Custom Development Approach and related functional and technical design templates; 7.11.3.8. Solution Manager Implementation plan and schedule with technical and business requirements; 7.11.3.9. Production cutover plan; 7.11.3.10. Status reports in electronic format such as Microsoft Word on a bi-weekly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority; 7.11.3.11. Status update presentations in electronic format such as Microsoft Word; and, 7.11.3.12. Any other project deliverables related to the tasks identified in Section 7.11.2 above will be specified in the Task Authorization.

7.11.4 Technical Environment:

In order to perform the tasks outlined above the resource will be required to use the following technologies:

a. Large scale SAP Production system (500+ concurrent users);

b. SAP Enterprise Central Component (ECC) 6.0;

c. SAP Accelerated SAP (ASAP) version 7.0 and above; and

d. SAP Solution Manager 7.0 or above (SolMan).

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP CRM 7.0.

ii. SAP Business Intelligence (BI);

iii. SAP Enterprise Portal;

iv. SAP NetWeaver (NW);

v. SAP Governance Risk Compliance (GRC);

vi. SAP Process Orchestration (PO);

vii. SAP Service Oriented Architecture (SOA);

viii. OpenText Invoice Capture Center (ICC);

ix. HP Application Lifecycle Management (ALM); and

x. Departmental Service Bus (DSB).

7.11.5 Functional Modules:

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Accounts Payable (FI-AP);

ii. SAP Accounts Receivable (FI-AR);

iii. SAP Asset Accounting (FI-AA);

iv. SAP General Ledger (FI-GL);

v. SAP Special Purpose Leger (FI-SPL);

vi. SAP Controlling (FI-CO);

vii. SAP Project Systems (PS);

viii. SAP Materiel Management (MM);

ix. SAP Plant Maintenance (PM);

x. SAP Enterprise Asset Management (EAM);

xi. SAP Funds Management (FM);

xii. SAP Travel Management (TM);

xiii. SAP Roles & Authorizations (R&A);

xiv. SAP Business Intelligence (BI);

xv. SAP Cross Application Time Sheets (CATS);

xvi. SAP Governance, Risk & Compliance (GRC);

xvii. SAP Salary Forecasting Tool (SFT);

xviii. SAP Business Planning & Consolidation (BPC);

xix. SAP Business Warehouse (BW);

xx. SAP Business Objects (BO);

xxi. SAP Investment Management (IM);

xxii. SAP Sales & Distribution (SD);

xxiii. SAP Tax and Revenue Management(TRM) for the Public Sector;

xxiv. SAP CRM 7.0;

xxv. SAP Portfolio and Project Management;

xxvi. SAP Flexible Real Estate Management (RE-FX);

xxvii. SAP Identity Management (IDM);

xxviii. SAP Vendor Invoice Management (VIM);

xxix. SAP Test Acceleration and Optimization (TAO);

xxx. SAP HP Application Lifecycle Management (ALM);

xxxi. SAP Testing Tools;

xxxii. SAP Master Data Governance (MDG);

xxxiii. SAP Business Rules Framework (BRF+);

xxxiv. SAP Business Workflow;

xxxv. SAP Public Sector Industry Solution;

xxxvi. SAP Human Resources (HR); and,

xxxvii. SAP Human Capital Management (HCM).

7.11.6 Certifications:

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

- Certification in any of the SAP functional modules listed in section 7.9.5;
- PMI Project Management Professional (PMP) certification;
- Agile Project Management Certification;
- PRINCE2 Accreditation (Foundation or Practitioner); and,
- ITIL Certification.

7.12 P5 - Project Executive (Level 3)	
7.12.1 General responsibilities	Responsible for the successful completion of all deliverables per resource category.
7.12.2 Tasks	The Contractor is responsible for overseeing the quality of Work delivered by its Professional Services (PS) resources as well as managing its PS resources to ensure the Work is completed within the budget and schedule set-out in the Contract and applicable Task Authorizations. The Project Executive may be required to perform any combination of the following tasks during Blueprinting, Realization, Final Preparation, Go-Live Support and/or Run phases. 7.12.2.1. A senior executive resource with overall responsibility, on behalf of the Contractor, for all obligations under this Contract that is the escalation point for issues that cannot be resolved at an operational level. 7.12.2.2. The designated senior executive is the point of contact for the ESDC Executive Sponsor. 7.12.2.3. The designated individual must be clearly specified in the Contractor Governance Model. 7.12.2.4. Manage several Project Managers, each responsible for an element of the project and its associated project team. 7.12.2.5. Define and document project objectives, determine budget requirements. 7.12.2.6. Meet with other organizational executives to ensure all organizational (internal and external) stakeholders are committed and moving forward on project and organizational goals. 7.12.2.7. Resolve issues related to the project 7.12.2.8. Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools. 7.12.2.9. Create presentations and deliver to various stakeholders and facilitate meetings and discussions; 7.12.2.10. Project sign-off, 7.12.2.11. Any other Work related to this category.
7.12.3 Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority. 7.12.3.1 Proposes TA resources according to agreed timelines;

	7.12.3.2 Any other project deliverables related to the tasks identified in Section 7.12.2 above will be specified in the Task Authorization.

7.12.4 Technical Environment:

It is anticipated that the resource may use any or all without limitation, any combination of the following:

i. Large scale SAP Production system (500+ concurrent users);

ii. SAP Enterprise Central Component (ECC) 6.0; and

iii. Experience with the project deployment of a Tax and Revenue Management - Public Sector Collections and Disbursements (TRM PSCD) solution.

7.12.5 Functional Modules:

In order to perform the tasks outlined above the resource will be required to use the following functional module:

a. SAP Accelerated SAP (ASAP) version 7.0 and above;

7.13 A10 – Test Coordinator – SAP Project manager, Level 3	
7.13.1 General responsibilities	Plan, organize and schedule testing efforts.
7.13.2 Tasks	The Project Manager – SAP Test Coordinator (Level 3) must perform any combination of the following tasks during Blueprinting, Realization, Final Preparation, Go-Live Support and/or Run phases 7.13.2.1. Coordinate the testing effort of the Project and stabilization effort; 7.13.2.2. Manage and maintain the master data required for seeding of testing; 7.13.2.3. Manage, track and report on all cycles and all types of testing; 7.13.2.4. Landing testing, unit testing, integration testing, regression testing, performance testing, etc. 7.13.2.5. Unit and development cycles, integration cycles, regression cycle and UAT cycles, etc. 7.13.2.6. Providing guidance and advice on SAP best practices as they relate to the SAP environments for testing; 7.13.2.7. Development and maintenance landscapes; 7.13.2.8. Data seeding; 7.13.2.9. Test data preparation; 7.13.2.10. Documentation and scripting; 7.13.2.11. Manage, prepare and maintain test environments in HP Quality Center;

	7.13.2.12. Test requirements; 7.13.2.13. Test sets; 7.13.2.14. Test plans; 7.13.2.15. Create progress reports; 7.13.2.16. Manage, update, track and report on defects; 7.13.2.17. Write, prepare, seed and execute test scripts; 7.13.2.18. Interact with other business and project teams to document and manage project schedule dependencies; 7.13.2.19. Prepare terms of reference and agenda for project level working groups; 7.13.2.20. Manage, coordinate and enforce the use of tools, procedures and systems within the functional and technical teams; 7.13.2.21. Prepare, refine, review written documentation, reports, dashboards and make oral presentations; 7.13.2.22. Prepare or assist in project budget, costing and scheduling estimates as well as project implementation approaches, issue/quality management processes and organizational requirements; 7.13.2.23. Prepare, refine, review performance reports and facilitate integration with other tools/reports as necessary; 7.13.2.24. Plan functional and/or technical deliverables based on ASAP methodology with participation of team leads; 7.13.2.25. Develop weekly status report for Functional and/or Technical Director, management and steering committee meetings; 7.13.2.26. Provide timely and complete knowledge transfer to ESDC's project team staff through individual and group training, shadowing, demonstrations and written instructions; 7.13.2.27. Assist in developing and presenting various project status updates as well as project deliverables., and 7.13.2.28. Any other Work related to this category.
7.13.3 Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority. 7.13.3.1. Conception and maintenance of project and release test plan and schedule; 7.13.3.2. Maintenance of project test strategy;

	7.13.3.3. Test Phase and/or Project Close out report; 7.13.3.4. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority; 7.13.3.5. Status update presentations in electronic format such as Microsoft Word; and, 7.13.3.6. Any other project deliverables related to the tasks identified in Section 7.13.2 above will be specified in the Task Authorization.

7.13.4 Technical Environment:

In order to perform the tasks outlined above the resource will be required to use the following technologies:

a. Large scale SAP Production system (500+ concurrent users);

b. SAP Enterprise Central Component (ECC) 6.0;

c. HP Application Lifecycle Management (ALM); and

d. SAP Accelerated SAP (ASAP) version 7.0 and above.

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Solution Manager 7.0 or above(SolMan);

ii. SAP CRM 7.0;

iii. SAP Business Intelligence (BI);

iv. SAP Enterprise Portal;

v. SAP NetWeaver (NW);

vi. SAP Governance Risk Compliance (GRC);

vii. SAP Process Orchestration (PO);

viii. SAP Service Oriented Architecture (SOA);

ix. OpenText Invoice Capture Center (ICC); and

x. Departmental Service Bus (DSB).

7.13.5 Functional Modules

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Testing Tools;

ii. SAP Accounts Payable (FI-AP);

iii. SAP Accounts Receivable (FI-AR);

iv. SAP Asset Accounting (FI-AA);

v. SAP General Ledger (FI-GL);

vi. SAP Special Purpose Leger (FI-SPL);

vii. SAP Controlling (FI-CO);

viii. SAP Project Systems (PS);

ix. SAP Materiel Management (MM);

x. SAP Plant Maintenance (PM);

xi. SAP Enterprise Asset Management (EAM);

xii. SAP Funds Management (FM);

xiii. SAP Travel Management (TM);

xiv. SAP Roles & Authorizations (R&A);

xv. SAP Business Intelligence (BI);

xvi. SAP Cross Application Time Sheets (CATS);

xvii. SAP Governance, Risk & Compliance (GRC);

xviii. SAP Salary Forecasting Tool (SFT);

xix. SAP Business Planning & Consolidation (BPC);

xx. SAP Business Warehouse (BW);

xxi. SAP Business Objects (BO);

xxii. SAP Investment Management (IM);

xxiii. SAP Sales & Distribution (SD);

xxiv. SAP Tax and Revenue Management(TRM) for the Public Sector;

xxv. SAP CRM 7.0;

xxvi. SAP Portfolio and Project Management;

xxvii. SAP Flexible Real Estate Management (RE-FX);

xxviii. SAP Identity Management (IDM);

xxix. SAP Vendor Invoice Management (VIM);

xxx. SAP Test Acceleration and Optimization (TAO);

xxxi. SAP Master Data Governance (MDG);

xxxii. SAP Business Rules Framework (BRF+);

xxxiii. SAP Business Workflow;

xxxiv. SAP Public Sector Industry Solution;

xxxv. SAP Human Resources (HR); and,

xxxvi. SAP Human Capital Management (HCM).

7.14 C3 – IT Security TRA and C&A Analyst - Level 3	
7.14.1 General responsibilities	Gather, analyze, recommend and write the Privacy Impact Assessment for the project.
7.14.2 Tasks	The Privacy Information Officer (Level 3) must perform any combination of the following tasks during Blueprinting, Realization, Final Preparation, Go-Live Support and/or Run phases 7.14.2.1. Coordinate the gathering of information relative to the assessment of privacy, sensitivity and other type of information; 7.14.2.2. Analyze gathered information, including the review of current templates, initial documentation and other relevant information; 7.14.2.3. Document workflows 7.14.2.4. Meet and conduct meetings with internal and external stakeholders; 7.14.2.5. Write or amend Preliminary Privacy Impact Assessment documentation, including the identification of risk and mitigation strategies; 7.14.2.6. Write or amend Privacy Impact Assessment documentation, including the identification of risk and mitigation strategies; 7.14.2.7. Providing guidance and advice on SAP best practices as they relate to the SAP environments for management of private and/or sensitive information; 7.14.2.8. Interact with other business and project teams to document and manage project schedule dependencies; 7.14.2.9. Develop weekly status report for Functional and/or Technical Director, management and steering committee meetings;

	7.14.2.10. Provide timely and complete knowledge transfer to ESDC's project team staff through individual and group training, shadowing, demonstrations and written instructions; 7.14.2.11. Assist in developing and presenting various project status updates as well as project deliverables., and 7.14.2.12. Any other Work related to this category.
7.14.3	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority. 7.14.3.1. Preliminary Privacy Impact Assessment document; 7.14.3.2. Privacy Impact Assessment document; 7.14.3.3. Risk and mitigation strategy document; 7.14.3.4. Threat Risk Assessment Report; 7.14.3.5. Compliance and Accreditation report; 7.14.3.6. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority; 7.14.3.7. Status update presentations in electronic format such as Microsoft Word; and, 7.14.3.8. Any other project deliverables related to the tasks identified in Section 7.14.2 above will be specified in the Task Authorization.

7.14.4 Technical Environment:

In order to perform the tasks outlined above the resource will be required to use the following technologies:

a. Large scale SAP Production system (500+ concurrent users); and

b. SAP Enterprise Central Component (ECC) 6.0;

It is anticipated that the resource may use any or all without limitation, any combination of the following:

i. SAP Solution Manager 7.0 or above (SolMan);

ii. SAP CRM 7.0;

iii. SAP Governance Risk Compliance (GRC); and

iv. SAP Public Sector Industry Solution.

7.15 B9 – Courseware Developer – SAP Training, Documentation and Delivery (Level 2)	
7.15.1 General responsibilities	Plan, schedule, develop, document and deliver training.
7.15.2 Tasks	The Courseware Developer – SAP Training, Documentation and Delivery (Level 2) must perform any combination of the following tasks during Blueprinting, Realization, Final Preparation, Go-Live Support and/or Run phases 7.15.2.1. Perform needs assessment/analysis for training purposes; 7.15.2.2. Plan and monitor training projects; 7.15.2.3. Perform job, task, and/or content analysis; 7.15.2.4. Write criterion-referenced, performance-based objectives; 7.15.2.5. Recommend instructional media and strategies; 7.15.2.6. Develop performance measurement standards; 7.15.2.7. Write business process procedure documentation; 7.15.2.8. Develop training materials; 7.15.2.9. Prepare end-users for implementation of courseware materials; 7.15.2.10. Communicate effectively by visual, oral, and written form with individuals, small group, and in front of large audiences in classroom and using distance learning tools; 7.15.2.11. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met; 7.15.2.12. Submit status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority; and, 7.15.2.13. Provide timely and complete knowledge transfer to ESDC's project team staff through individual and group training, shadowing, demonstrations and written instructions; 7.15.2.14. Assist in developing and presenting various project status updates as well as project deliverables, and 7.15.2.15. Any other Work related to this category.

7.15.3 Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority. 7.15.3.1. Business Process Procedures; 7.15.3.2. Training course material; 7.15.3.3. eTraining course material; 7.15.3.4. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority; 7.15.3.5. Any other project deliverables related to the tasks identified in Section 7.15.2 above will be specified in the Task Authorization.

7.15.4 Technical Environment:

In order to perform the tasks outlined above the resource will be required to use the following technologies:

a. Ancile UPerform***;*** and

b. SAP Enterprise Central Component (ECC) 6.0.

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Solution Manager 7.0 or above (SolMan);

ii. SAP CRM 7.0;

iii. SAP Business Intelligence (BI);

iv. SAP Enterprise Portal;

v. SAP NetWeaver (NW);

vi. SAP Governance Risk Compliance (GRC);

vii. SAP Process Orchestration (PO);

viii. SAP Service Oriented Architecture (SOA); and

ix. OpenText Invoice Capture Center (ICC).

7.15.5 Functional Modules:

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Testing Tools;

ii. SAP Accounts Payable (FI-AP);

iii. SAP Accounts Receivable (FI-AR);

iv. SAP Asset Accounting (FI-AA);

v. SAP General Ledger (FI-GL);

vi. SAP Special Purpose Leger (FI-SPL);

vii. SAP Controlling (FI-CO);

viii. SAP Project Systems (PS);

ix. SAP Materiel Management (MM);

x. SAP Plant Maintenance (PM);

xi. SAP Enterprise Asset Management (EAM);

xii. SAP Funds Management (FM);

xiii. SAP Travel Management (TM);

xiv. SAP Roles & Authorizations (R&A);

xv. SAP Business Intelligence (BI);

xvi. SAP Cross Application Time Sheets (CATS);

xvii. SAP Governance, Risk & Compliance (GRC);

xviii. SAP Salary Forecasting Tool (SFT);

xix. SAP Business Planning & Consolidation (BPC);

xx. SAP Business Warehouse (BW);

xxi. SAP Business Objects (BO);

xxii. SAP Investment Management (IM);

xxiii. SAP Sales & Distribution (SD);

xxiv. SAP Tax and Revenue Management(TRM) for the Public Sector;

xxv. SAP CRM 7.0;

xxvi. SAP Portfolio and Project Management;

xxvii. SAP Flexible Real Estate Management (RE-FX);

xxviii. SAP Identity Management (IDM);

xxix. SAP Vendor Invoice Management (VIM);

xxx. SAP Test Acceleration and Optimization (TAO);

xxxi. SAP Master Data Governance (MDG);

xxxii. SAP Business Rules Framework (BRF+);

xxxiii. SAP Business Workflow;

xxxiv. SAP Public Sector Industry Solution;

xxxv. SAP Human Resources (HR); and,

xxxvi. SAP Human Capital Management (HCM).

8.0 LOCATION FOR PROVISION OF SERVICES

The majority of the Work is expected to be conducted onsite at a Government of Canada location in the National Capital Region (NCR) as follows:

a) ESDC will provide a development environment;

b) ESDC will provide office accommodation space and facilities for the duration of the Contract. ESDC accommodations will include:
   a. Workspaces comprised of work surfaces, storage pedestal and chair, sized according to Government of Canada Fit-up Standards;
   b. Individual computer workstations (ESDC standard;
   c. Access to general file storage;
   d. Access to networked fax, scanner, printer and plotter; and
   e. ESDC approved software, including standardized Project Tools, installed on each Workstation.

c) Contractor owned computers cannot be connected to the ESDC network (either directly or VPN); and

d) The Contractor must attend, at no additional cost to Canada, meetings on-site at ESDC in the NCR as required by the Technical Authority to plan and report on progress of the work under the contract. In addition, the Contractor's resources may be required to commute to ESDC locations and between multiple ESDC locations in the NCR and to and from the Contractor's location in the course of their work, at no additional cost to Canada.

9.0 CLIENT SUPPORT

At the outset of the Contract, the Technical Authority will provide relevant background information and access to data. Every attempt will be made throughout the course of the Contract to provide additional information requested by the Contractor, if deemed relevant to the project. In addition, the Technical Authority will be available to respond to inquiries from the Contractor. The Contractor will be provided with the necessary documents from relevant working groups/committees as deemed relevant by the Technical Authority. ESDC internal Resources and Subject Matter Experts will be available as the Technical Authority deems required.

10.0 FORMAT OF DELIVERABLES

The Contractor must utilize tools and methodologies, approved by ESDC, which will enable ESDC to assume responsibility for the ongoing operation of the resulting systems.

The Contractor must use and/or store any related documents in the designated system or drive as directed by the Project Authority. Reports must be cross referenced with appropriate supporting materials.

All deliverables will involve a series of drafts (typically, an initial Table of Contents, a 70% complete (draft for review) and a final version subject to Project Authority Approval.

All deliverables must be submitted to the Technical Authority in English using Microsoft Office software (MS Word, Excel and PowerPoint version 2010 or older) and must be provided to ESDC electronically. All documents must be classified, as per the Information Classification Guide and handling must conform to all Departmental and GoC expectations related to the appropriate classification.

All supporting documentation and working papers must be turned over to ESDC on request or at the end of the contract as directed by the Project Authority.

11.0 CLOSE OUT

Upon the completion of Work, the Contractor must perform all activities necessary to close out the project. This includes updating and transferring all documentation to the Technical Authority, performing formal Contract closure by ensuring that all deliverables were handed off per specification and to the satisfaction of the Technical Authority. Appropriate documentation must be written by the Contractor to ensure effective knowledge transfer and must be subject to a review by the Technical Authority.

12.0 OFFICIAL LANGUAGES

The Contractor must be capable of providing at least two (2) resources from their proposed project team, one capable of delivering executive briefings and another at the working level, with the ability to communicate verbally in both Official Languages.

ESDC will be responsible for obtaining all required translation of deliverables, as required.

13.0 WORK LOCATION

The Contractor is expected to work on site in the NCR, and will be required to attend meetings, presentation, workshops, consult and review documentation with the Technical Authority and Departmental staff as required. The Technical Authority will work with the Contractor to arrange suitable facilities when required.

14.0 TRAVEL

As the Contractor is expected to work on site in the NCR, any travel expenses will be paid by the contractor. In unusual circumstances where travel is requested by the Technical Authority, all travel and expenses, must be pre-approved by the Technical Authority and will be processed in accordance with Treasury Board policy.

15.0 REPORTING

The Contractor must provide written status reports are required on a bi-weekly basis detailing:
- Status of the all activities/tasks and deliverables in progress;
- Any outstanding risks or issues;
- Planned activities/ tasks; and
- Specific milestones for the next reporting period

16.0 CONSTRAINTS

16.1 Contractor Governance

The Contractor must utilize a formally documented Governance Model to manage its Work. The Contractor Governance Model must work in conjunction with, and be complementary to, the ESDC Project Governance Structure. Contractor resources are expected to have a high level of face-to-face interaction with ESDC project staff and stakeholders in the NCR.

16.1.1 The primary resources of the Contractor's Governance Model will include:

a) **Project Executive** - A Project Executive acting as the Contractor's senior management resource with responsibility at an operational level, on behalf of the Contractor, for the day to day business relationship between Canada and the Contractor. The Contractor Representative is expected to have a high level of face-to-face interaction with ESDC staff in the NCR. The Contractor Representative is the point of contact for the ESDC Project Director. This role is to be fulfilled at no direct cost to Canada and the designated individual must be clearly specified in the Contractor Governance Model.

b) **Project Manager** - A senior project management resource with responsibility, on behalf of the Contractor, for the execution of activities in accordance with the Contract and approved TAs. The designated Project Manager is the point of contact for the ESDC Project Director, and as such must support ESDC Project Reporting requirements and other project management meetings as requested.

16.1.2 ARM is a complex, multi-year project involving numerous stakeholders within and outside the Department. The extent of competing priorities and potential changes in legislation may impact availability of subject matter experts.

16.1.3 The project will be managed through an enhanced Stage-gate process referred to as the Project Portfolio Management Process (PPMP) in the Department. Funding availability is contingent to the approval of each gate.

16.1.4 The solution will be hosted on Shared Services Canada managed infrastructure.

16.1.5 The solution will be developed in collaboration with ESDC's my EMS SAP In-Service Support Organization and existing processes will be leveraged to the extent possible.

16.1.6 The solution must comply with all GC policy requirements related to security including appropriate controls over accessing information.

16.1.7 The solution must be developed in collaboration with the Canada Revenue Agency (CRA) as they are ESDC's service provider for collection activities.

16.1.8 The solution must be developed using ASAP methodology.

APPENDIX A TO ANNEX A
TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled "Allocation of Task Authorizations". Once a draft TA Form is received, the Contractor must submit to the Technical Authority a quotation of rates to supply the requested Resource Categories based on the information identified in the TA Form. The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 48 hours turnaround time to submit a quotation.

2. For each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:

   (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).

   (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.

   (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.

   (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.

   (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.

   (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.

4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contracting Authority may find the quotation to be non-responsive.

5. Only quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.

6. Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

APPENDIX B TO ANNEX A
TASK AUTHORIZATION (TA) FORM

TASK AUTHORIZATION (TA) FORM			
Contractor:		**Contract Number:**	
Commitment Number:		**Client reference number (if required) :**	
Task Number (Amendment):		**Financial Coding:**	
Issue Date:		**Response required by:**	

1. STATEMENT OF WORK (WORK ACTIVITIES, CERTIFICATIONS AND DELIVERABLES)
Description of the Project / Work Required:

2. PERIOD OF SERVICES	**FROM (DATE):**	**TO (DATE):**
3. Work Location:		
4. Invoice sent to:		
5. Travel Requirements:		
6. Language Requirements:		
7. Other Conditions / Constraints:		
8. Level of Security Clearance Required for the Contractor Personnel:		

9. Contractor's Response:

Category and Name of Proposed Resource	PWGSC Security File Number	Firm Per Diem Rate	Estimated # of Days	Total cost
			Estimated Cost (A):	
			Applicable Taxes (B):	
			Total Labour Cost (C= A + B):	
			Total Travel & Living Cost (D):	
			Maximum TA Price (E = C + D)	

Please note that consultants **must** not exceed the maximum number of days allocated in the TA.

9. Contractor's Signature	
Name, Title and Signature of Individual Authorized to Sign on Behalf of **Contractor** (type or print)	Signature: ____________________ Date: ____________________

10. Approval – Signing Authority	
Signatures (Client)	
Name, Title and Signature of **Technical Authority** to Sign on Behalf of (type or print)	Signature: ____________________ Date: ____________________

Solicitation No. – N° de contrat	Amd. No – N° de la modif.	Buyer ID – Id de l'acheteur
G9292-175477/A		620ZM
Client Ref. No. – N° de réf. De client	**File No. – N° du dossier**	**CCC No./ N° CCC – FMS No/ N° VME**
G9292-175477	620ZM. G9292-175477	

TASK AUTHORIZATION (TA) FORM	
Signatures (PWGSC)	
Name, Title and Signature of ***Contracting Authority** to Sign on Behalf of Public Works and Government Services Canada (type or print)	Signature: ______________________________ Date: ______________________________
*Signature required for projects valued at $0.00 or more, Applicable Taxes included.	
You are requested 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 services listed herein and in any attached sheets at the price set out there of.	

APPENDIX C TO ANNEX A
RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

1.0 Mandatory Resource Assessment Criteria:

2.0 Point Rated Resource Assessment Criteria:

Note to Bidders: *Attachments 4.1 – Mandatory Technical Crtieria and 4.2 – Point-Rated Criteria will be inserted and will form part of the resulting contract.*

APPENDIX D TO ANNEX A
CERTIFICATIONS AT THE TA STAGE

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

1. CERTIFICATION OF EDUCATION AND EXPERIENCE

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

_______________________________________ ____________________

Print name of authorized individual & sign above Date

2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

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

_______________________________________ ____________________

Print name of authorized individual & sign above Date

3. CERTIFICATION OF STATUS OF PERSONNEL

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

_______________________________________ ___________________

Print name of authorized individual & sign above Date

4. CERTIFICATION OF LANGUAGE -

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

____________________________________ _________________

Print name of authorized individual & sign above Date

ANNEX B
BASIS OF PAYMENT

INITIAL CONTRACT PERIODS:

Initial Contract Period - Year 1 (Date of Contract award to _________)		
Resource Category	**Level of Expertise**	**Firm Per Diem Rate**
A1 – Application Software Architect	Level 3	***To be inserted upon contract award***
A2 – ERP Functional Analyst	Level 3	***To be inserted upon contract award***
A10 – Test Coordinator	Level 3	***To be inserted upon contract award***
B9 – Courseware Developer	Level 2	***To be inserted upon contract award***
C3 – IT Security TRA and C&A Analyst	Level 3	***To be inserted upon contract award***
P1 – Change Management Consultant	Level 3	***To be inserted upon contract award***
P5 – Project Executive	Level 3	***To be inserted upon contract award***
P9 – Project Manager	Level 3	***To be inserted upon contract award***

Initial Contract Period - Year 2 (Date of Contract award to _________)		
Resource Category	**Level of Expertise**	**Firm Per Diem Rate**
A1 – Application Software Architect	Level 3	***To be inserted upon contract award***
A2 – ERP Functional Analyst	Level 3	***To be inserted upon contract award***
A10 – Test Coordinator	Level 3	***To be inserted upon contract award***
B9 – Courseware Developer	Level 2	***To be inserted upon contract award***
C3 – IT Security TRA and C&A Analyst	Level 3	***To be inserted upon contract award***
P1 – Change Management Consultant	Level 3	***To be inserted upon contract award***
P5 – Project Executive	Level 3	***To be inserted upon contract award***
P9 – Project Manager	Level 3	***To be inserted upon contract award***

Initial Contract Period - Year 3
(Date of Contract award to _________)

Resource Category	Level of Expertise	Firm Per Diem Rate
A1 – Application Software Architect	Level 3	***To be inserted upon contract award***
A2 – ERP Functional Analyst	Level 3	***To be inserted upon contract award***
A10 – Test Coordinator	Level 3	***To be inserted upon contract award***
B9 – Courseware Developer	Level 2	***To be inserted upon contract award***
C3 – IT Security TRA and C&A Analyst	Level 3	***To be inserted upon contract award***
P1 – Change Management Consultant	Level 3	***To be inserted upon contract award***
P5 – Project Executive	Level 3	***To be inserted upon contract award***
P9 – Project Manager	Level 3	***To be inserted upon contract award***

OPTION PERIODS

Option Period - Year 1
(___________ to __________)

Resource Category	Level of Expertise	Firm Per Diem Rate
A1 – Application Software Architect	Level 3	***To be inserted upon contract award***
A2 – ERP Functional Analyst	Level 3	***To be inserted upon contract award***
A10 – Test Coordinator	Level 3	***To be inserted upon contract award***
B9 – Courseware Developer	Level 2	***To be inserted upon contract award***
C3 – IT Security TRA and C&A Analyst	Level 3	***To be inserted upon contract award***
P1 – Change Management Consultant	Level 3	***To be inserted upon contract award***
P5 – Project Executive	Level 3	***To be inserted upon contract award***
P9 – Project Manager	Level 3	***To be inserted upon contract award***

Option Period - Year 2 **(___________ to __________)**		
Resource Category	**Level of Expertise**	**Firm Per Diem Rate**
A1 – Application Software Architect	Level 3	***To be inserted upon contract award***
A2 – ERP Functional Analyst	Level 3	***To be inserted upon contract award***
A10 – Test Coordinator	Level 3	***To be inserted upon contract award***
B9 – Courseware Developer	Level 2	***To be inserted upon contract award***
C3 – IT Security TRA and C&A Analyst	Level 3	***To be inserted upon contract award***
P1 – Change Management Consultant	Level 3	***To be inserted upon contract award***
P5 – Project Executive	Level 3	***To be inserted upon contract award***
P9 – Project Manager	Level 3	***To be inserted upon contract award***

Government of Canada / Gouvernement du Canada

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

Annex C

SECURITY REQUIREMENTS CHECK LIST (SRCL)
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE

1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine: Public Works and Government Services Canada

2. Branch or Directorate / Direction générale ou Direction: Acquisitions Branch

3. a) Subcontract Number / Numéro du contrat de sous-traitance

3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant

4. Brief Description of Work / Brève description du travail
Professional Services - Standing Offers and Supply Arrangements

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

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	NATO / OTAN	Foreign / Étranger
✓		

7. b) Release restrictions / Restrictions relatives à la diffusion

Canada	NATO / OTAN	Foreign / Étranger
No release restrictions / Aucune restriction relative à la diffusion: ✓	All NATO countries / Tous les pays de l'OTAN:	No release restrictions / Aucune restriction relative à la diffusion:
Not releasable / À ne pas diffuser:		
Restricted to: / Limité à :	Restricted to: / Limité à :	Restricted to: / Limité à :
Specify country(ies): / Préciser le(s) pays :	Specify country(ies): / Préciser le(s) pays :	Specify country(ies): / Préciser le(s) pays :

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

Canada		NATO / OTAN		Foreign / Étranger	
PROTECTED A / PROTÉGÉ A	✓	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ		PROTECTED A / PROTÉGÉ A	
PROTECTED B / PROTÉGÉ B	✓	NATO RESTRICTED / NATO DIFFUSION RESTREINTE		PROTECTED B / PROTÉGÉ B	
PROTECTED C / PROTÉGÉ C		NATO CONFIDENTIAL / NATO CONFIDENTIEL		PROTECTED C / PROTÉGÉ C	
CONFIDENTIAL / CONFIDENTIEL		NATO SECRET / NATO SECRET		CONFIDENTIAL / CONFIDENTIEL	
SECRET / SECRET		COSMIC TOP SECRET / COSMIC TRÈS SECRET		SECRET / SECRET	
TOP SECRET / TRÈS SECRET				TOP SECRET / TRÈS SECRET	
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT)				TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT)	

Solicitation No. – No de l'invitation	Amd. No – No de la modif.	Buyer ID – Id de l'acheteur
G9292-175477/A		620ZM
Client Ref. No. – No de réf. De client	**File No. – No du dossier**	**CCC No./ No CCC – FMS No/ No VME**
G9292-175477	620ZM. G9292-175477	

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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?
If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité :
☑ No / Non ☐ Yes / Oui

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

☑ RELIABILITY STATUS / COTE DE FIABILITÉ	☐ CONFIDENTIAL / CONFIDENTIEL	☐ SECRET / SECRET	☐ TOP SECRET / TRÈS SECRET
☐ TOP SECRET– SIGINT / TRÈS SECRET – SIGINT	☐ NATO CONFIDENTIAL / NATO CONFIDENTIEL	☐ NATO SECRET / NATO SECRET	☐ COSMIC TOP SECRET / COSMIC TRÈS SECRET
☐ SITE ACCESS / ACCÈS AUX EMPLACEMENTS			

Special comments:
Commentaires spéciaux : ____________________

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

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?
☑ No / 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

Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat

Common PS SRCL#6

Security Classification / Classification de sécurité
UNCLASSIFIED

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

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.
Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET	NATO RESTRICTED / NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL / NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET / COSMIC TRÈS SECRET	PROTECTED / PROTÉGÉ A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET
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, classifier 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, classifier 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).