



SHARED SERVICES CANADA

Invitation to Qualify for the Procurement Process for WORKPLACE TECHNOLOGY DEVICES (WTD) PRINTING PRODUCTS

Invitation to Qualify No.	10047402/B	Date	October 17 th , 2016
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Closing Date and Time	October 24 th , 2016 02:00 PM		
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Email Address for Submitting your Response by the Closing Date	SSC.consultation-consultation.SPC@canada.ca		
Comment	This document contains a security requirement		



INVITATION TO QUALIFY (ITQ) WORKPLACE TECHNOLOGY DEVICES (WTD) PRINTING PRODUCTS FOR SHARED SERVICES CANADA

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NOTICE TO RESPONDENTS:

Solicitation #10047402/A has been completed, however resulted in an insufficient number of Qualified Respondents. This new solicitation, #10047402/B, is published on Buy and Sell with the intent to qualify a 5th Qualified Respondent. The table hereunder outlines all the changes made between solicitations #10047402/A and #10047402/B.

Respondents should carefully review all elements of their response to ensure that they meet the full ITQ requirements, especially all mandatory criteria for the entire Core Team. It is the Respondent’s responsibility to ensure that the client reference information listed within the appendixes is accurate and that their references are made aware that they may be contacted to complete a certificate of performance.

Note that copies of response material and forms created for solicitation #10047402/A will be accepted where none of the information included has been modified. Where a Respondent has changed the material to address deficiencies, a new response must be submitted as per the terms of solicitation #10047402/B. A table tracking all the changes made between the initial response (to solicitation #10047402/A) and the updated response (to solicitation #10047402/B) should be included as part of the submission. If it is not included, SSC may request that the Respondent provide such a table.

ITQ Section	Solicitation #10047402/A	Solicitation #10047402/B
Page 1 - Date	July 6 th , 2016	October 17 th , 2016
Page 1 - Solicitation Closes – L’invitation prend fin	at – à 02 :00 PM on – le September 2 nd , 2016	at – à 02 :00 PM on – le October 24 th , 2016
PART 1 GENERAL INFORMATION	<p>Section 1.1.5</p> <p>Canada reserves the right, in its sole discretion, to run a second qualification round among the unsuccessful Respondents if, in Canada’s opinion, the first qualification round results in an insufficient number of Qualified Respondents.</p> <p>If Canada determines that unsuccessful Respondents will be given a second opportunity to qualify, Canada will provide written information to all unsuccessful Respondents for WTD Printing Products on the same day regarding the reasons they were unsuccessful during the first qualification round.</p> <p>Any Respondent who does not qualify as a result of any second qualification round conducted by Canada will not be given another opportunity to participate or be</p>	<p>AMEND as follows:</p> <p>Any Respondent who does not qualify as a result of any second qualification round conducted by Canada will not be given another opportunity to participate or be re-evaluated for the subsequent phases of this procurement process.</p>



	re-evaluated for the subsequent phases of this procurement process.	
PART 4 EVALUATION PROCEDURES AND BASIS OF QUALIFICATION	<p>4.2 Technical Evaluation Technical Evaluation</p> <p>e) Optional Visit of Respondent's Premises</p> <p>As indicated in 3.2.1 iv) above and in Attachment 4.1, Canada may initiate a visit at the Respondent's premises to verify and/or validate substantiation claimed in Appendix A.1 and B.1 of Attachment 4.1.</p> <p>In the event Canada initiates the visit, the Respondent will be given 2 business days from the date the written notification is given by Canada to respond with a schedule for the visit.</p> <p>The visit should be conducted within 5 business days from the notification by Canada.</p> <p>Canada may only proceed with Optional visit with the top 5 ranked respondents. For example, out of the top 5 ranked Respondents, if there are 2 Respondents who only submitted Appendix A then the Optional visit of their Premises becomes not applicable. However, if the remaining top 3 ranked Respondents submitted A.1 and B.1 and if Canada proceeds with the Optional visit of even one of these Respondents premises then Canada will also conduct the visit of the Premises of the remaining top 2 Respondents.</p> <p>The visit may consist of a detailed electronic or paper record or system review of the Respondent's response by the Evaluation Team and/or its representatives, to validate compliance with the requirements as stated in the referenced criteria in Attachment 4.1. The Respondent must cooperate fully with Canada during the conduct of this visit.</p> <p>Despite the written response, if Canada determines during its visit and review that the electronic or paper record or system does not match the mandatory requirements of the response to the ITQ; the Respondent will be declared non-</p>	<p>AMEND as follows:</p> <p>e) Optional Visit of Respondent's Premises</p> <p>As indicated in 3.2.1 iv) above and in Attachment 4.1, Canada may initiate a visit at the Respondent's premises to verify and/or validate substantiation claimed in Appendix A.1 and B.1 of Attachment 4.1.</p> <p>In the event Canada initiates the visit, the Respondent will be given 2 business days from the date the written notification is given by Canada to respond with a schedule for the visit.</p> <p>The visit should be conducted within 5 business days from the notification by Canada.</p> <p>Canada may only proceed with Optional visit with the top 1 ranked respondent.</p> <p>The visit may consist of a detailed electronic or paper record or system review of the Respondent's response by the Evaluation Team and/or its representatives, to validate compliance with the requirements as stated in the referenced criteria in Attachment 4.1. The Respondent must cooperate fully with Canada during the conduct of this visit.</p> <p>Despite the written response, if Canada determines during its visit and review that the electronic or paper record or system does not match the mandatory requirements of the response to the ITQ; the Respondent will be declared non-responsive. Similarly, the rated criteria will be re-evaluated and could result in lower scores. Rating will not be increased as a result of a positive review during the visit.</p>



	<p>responsive. Similarly, the rated criteria will be re-evaluated and could result in lower scores. Rating will not be increased as a result of a positive review during the visit.</p>	
<p>PART 4 EVALUATION PROCEDURES AND BASIS OF QUALIFICATION</p>	<p>4.4 Qualified Respondent: 4.4.1 To be declared a Qualified Respondent, A Respondent must: comply with all the requirements of the ITQ; and meet all mandatory technical evaluation criteria at any time during the solicitation process; and obtain rated scores that rank among the top 5 responsive proposals.</p>	<p>AMEND as follows: 4.4.1 To be declared a Qualified Respondent, A Respondent must: comply with all the requirements of the ITQ; and meet all mandatory technical evaluation criteria at any time during the solicitation process; and obtain the highest rated score.</p>
<p>PART 4 EVALUATION PROCEDURES AND BASIS OF QUALIFICATION</p>	<p>4.5 Basis of Qualification Responses will be ranked based on the points received on the technical evaluation criteria. The response with the highest points will be ranked first; the response with the second highest points will be ranked second and so on. A Respondent will be declared “Qualified Respondent” if the conditions at 4.4 above are met. The Qualified Respondents will be allowed to participate in the next stage of this Collaborative Procurement Solution (CPS), RRR process. However, Canada reserves the right to re-evaluate the qualification of any Qualified Respondent at any time during the solicitation process. For example, if the Respondent’s no longer meets the requirements of this ITQ, it will no longer be a Qualified Respondent. Canada reserves the right to allow additional Qualified Respondent at the RRR stage up to the maximum of 5 top highest ranked responses, in accordance with 4.4. If more than one Respondent is ranked first/second/third/fourth/fifth because of identical Respondent ITQ Score in the Scoring and Weighting Table found in Attachment 4.1 WTD Evaluation Framework and Process, then the order will be ranked using the following tie break process:</p>	<p>AMEND as follows Responses will be ranked based on the points received on the technical evaluation criteria. The response with the highest points will be ranked first. A Respondent will be declared “Qualified Respondent” if the conditions at 4.4 above are met. The Qualified Respondents will be allowed to participate in the next stage of this Collaborative Procurement Solution (CPS), RRR process. However, Canada reserves the right to re-evaluate the qualification of any Qualified Respondent at any time during the solicitation process. For example, if the Respondent’s no longer meets the requirements of this ITQ, it will no longer be a Qualified Respondent. Canada reserves the right to allow additional Qualified Respondent at the RRR stage up to the maximum of 5 top highest ranked responses. If more than one Respondent is ranked first because of identical Respondent ITQ Score in the Scoring and Weighting Table found in Attachment 4.1 WTD Evaluation Framework and Process, then the order will be ranked using the following tie break process: i. the Respondent or the tied Respondents achieving the highest MPIS provider aggregate (MPIS Provider Sub-total Score) score of rated requirements</p>



	<p>i. the Respondent or the tied Respondents achieving the highest MPIS provider aggregate (MPIS Provider Sub-total Score) score of rated requirements MPIS - R1 through to R2 and R4 through to R6 inclusive as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal</p> <p>ii. the Respondent or the still tied Respondents achieving the highest MPIS provider and PS provider(s) score of rated requirements MPIS – R4 through to R6 inclusive plus the PS provider (average score if 2 providers) – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal</p> <p>iii. the Respondent or the still tied Respondents achieving the highest MPIS provider and PS provider(s) score of rated requirements MPIS – R4 through to R5 inclusive plus the PS provider (average score if 2 providers) – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal</p> <p>iv. the Respondent or the still tied Respondents achieving the highest MPIS provider score of rated requirements MPIS – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal</p> <p>v. the Respondent or the still tied Respondents achieving the highest MPIS provider score of rated requirements MPIS – R4 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal</p> <p>vi. the Respondent or the still tied Respondents achieving the highest MPIS provider score of rated requirements MPIS – R6 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal</p> <p>vii. the Respondent or the still tied Respondents achieving the highest PS provider score of rated requirements PS – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will</p>	<p>MPIS - R1 through to R2 and R4 through to R6 inclusive as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal</p> <p>ii. the Respondent or the still tied Respondents achieving the highest MPIS provider and PS provider(s) score of rated requirements MPIS – R4 through to R6 inclusive plus the PS provider (average score if 2 providers) – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal</p> <p>iii. the Respondent or the still tied Respondents achieving the highest MPIS provider and PS provider(s) score of rated requirements MPIS – R4 through to R5 inclusive plus the PS provider (average score if 2 providers) – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal</p> <p>iv. the Respondent or the still tied Respondents achieving the highest MPIS provider score of rated requirements MPIS – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal</p> <p>v. the Respondent or the still tied Respondents achieving the highest MPIS provider score of rated requirements MPIS – R4 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal</p> <p>vi. the Respondent or the still tied Respondents achieving the highest MPIS provider score of rated requirements MPIS – R6 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal</p> <p>vii. the Respondent or the still tied Respondents achieving the highest PS provider score of rated requirements PS – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal</p> <p>viii. the matter will be decided through a coin toss in the presence of the</p>
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	<p>be ranked the highest; and if still equal viii. the matter will be decided through a coin toss in the presence of the tied Respondents.</p> <p>If more than two respondents are tied, then tie breaks will be determined sequentially amongst the more than two tied Respondents. As Respondents are eliminated, only the remaining tied Respondents will move to the next tie break until a final tie break is determined.</p>	<p>tied Respondents.</p> <p>If more than two respondents are tied, then tie breaks will be determined sequentially amongst the more than two tied Respondents. As Respondents are eliminated, only the remaining tied Respondents will move to the next tie break until a final tie break is determined.</p>
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<p>ANNEX A PROCUREMENT PROCESS</p>	<p>Table 1: Summary of WTD Printing Products Procurement Phases</p>	
	<p>Procurement Phase</p>	<p>Objectives</p>
	<p>Industry Engagement</p>	<ul style="list-style-type: none"> • Solicit feedback from industry on Canada’s requirements and the procurement approach • This phase has been completed
	<p>Invitation to Qualify</p>	<ul style="list-style-type: none"> • Issue ITQ • Obtain ITQ responses from Respondents • Evaluate ITQ responses • Select up to top 5 highest ranked Qualified Respondents to continue to the Review and Refine Requirements Phase and Bid Solicitation Phase
	<p>Review and Refine Requirements</p>	<ul style="list-style-type: none"> • Qualified Respondents have an opportunity to enhance their understanding of the WTD Printing Products requirements • Qualified Respondents to provide their list of IT products (equipment, firmware, software, services), together with network diagrams and information about subcontractors • Select the Qualified Respondents to continue to the Bid Solicitation Phase based on Supply Chain Integrity assessment if it was completed during RRR
<p>Bid Solicitation</p>	<ul style="list-style-type: none"> • Issue finalized solicitation to all Qualified Respondents • Obtain bid responses from the Respondents • Evaluate the bid proposals • Conduct the supply chain integrity verification of the Respondents’ IT products to ensure that all IT products proposed, network architecture and subcontractors meet certain security and supply 	



		<p>chain standards if it was not completed at RRR</p> <ul style="list-style-type: none"> Select up to 3 highest ranked successful proposal(s) 												
	Contract Award	<ul style="list-style-type: none"> Award the WTD Printing Products contract(s) and/or Supply Arrangement(s) and/or Standing Offer 												
AMEND as follows:	<p>Table 1: Summary of WTD Printing Products Procurement Phases</p> <table border="1"> <thead> <tr> <th>Procurement Phase</th> <th>Objectives</th> </tr> </thead> <tbody> <tr> <td>Industry Engagement</td> <td> <ul style="list-style-type: none"> Solicit feedback from industry on Canada's requirements and the procurement approach This phase has been completed </td> </tr> <tr> <td>Invitation to Qualify (10047402/A)</td> <td> <ul style="list-style-type: none"> Issue ITQ Obtain ITQ responses from Respondents Evaluate ITQ responses Select up to top 5 highest ranked Qualified Respondent to continue to the Review and Refine Requirements Phase and Bid Solicitation Phase This phase has been completed </td> </tr> <tr> <td>Invitation to Qualify (10047402/B)</td> <td> <ul style="list-style-type: none"> Issue ITQ Obtain ITQ responses from Respondents Evaluate ITQ responses Select the top highest ranked Qualified Respondent to continue to the Review and Refine Requirements Phase and Bid Solicitation Phase with the rest of the Qualified Respondents from ITQ #10047402/A </td> </tr> <tr> <td>Review and Refine Requirements</td> <td> <ul style="list-style-type: none"> Qualified Respondents have an opportunity to enhance their understanding of the WTD Printing Products requirements Qualified Respondents to provide their list of IT products (equipment, firmware, software, services), together with network diagrams and information about subcontractors Select the Qualified Respondents to continue to the Bid Solicitation Phase based on Supply Chain Integrity assessment if it was completed during RRR </td> </tr> <tr> <td>Bid Solicitation</td> <td> <ul style="list-style-type: none"> Issue finalized solicitation to all Qualified Respondents Obtain bid responses from the Respondents </td> </tr> </tbody> </table>		Procurement Phase	Objectives	Industry Engagement	<ul style="list-style-type: none"> Solicit feedback from industry on Canada's requirements and the procurement approach This phase has been completed 	Invitation to Qualify (10047402/A)	<ul style="list-style-type: none"> Issue ITQ Obtain ITQ responses from Respondents Evaluate ITQ responses Select up to top 5 highest ranked Qualified Respondent to continue to the Review and Refine Requirements Phase and Bid Solicitation Phase This phase has been completed 	Invitation to Qualify (10047402/B)	<ul style="list-style-type: none"> Issue ITQ Obtain ITQ responses from Respondents Evaluate ITQ responses Select the top highest ranked Qualified Respondent to continue to the Review and Refine Requirements Phase and Bid Solicitation Phase with the rest of the Qualified Respondents from ITQ #10047402/A 	Review and Refine Requirements	<ul style="list-style-type: none"> Qualified Respondents have an opportunity to enhance their understanding of the WTD Printing Products requirements Qualified Respondents to provide their list of IT products (equipment, firmware, software, services), together with network diagrams and information about subcontractors Select the Qualified Respondents to continue to the Bid Solicitation Phase based on Supply Chain Integrity assessment if it was completed during RRR 	Bid Solicitation	<ul style="list-style-type: none"> Issue finalized solicitation to all Qualified Respondents Obtain bid responses from the Respondents
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		<ul style="list-style-type: none"> Evaluate the bid proposals Conduct the supply chain integrity verification of the Respondents' IT products to ensure that all IT products proposed, network architecture and subcontractors meet certain security and supply chain standards if it was not completed at RRR Select up to 3 highest ranked successful proposal(s)
	Contract Award	<ul style="list-style-type: none"> Award the WTD Printing Products contract(s) and/or Supply Arrangement(s) and/or Standing Offer
ANNEX A PROCUREMENT PROCESS	Table 2: Canada's Anticipated Procurement and Implementation Schedule	
	Phase	Estimated Duration
	Invitation to Qualify	June 2016 to August 2016
	Review and Refine Requirements	August 2016 to October 2016
	Bid Solicitation	January 2017
	Contract Award	February 2017 to March 2017
AMEND as follows:	Table 2: Canada's Anticipated Procurement and Implementation Schedule	
	Phase	Estimated Duration
	Invitation to Qualify	June 2016 to November 2016
	Review and Refine Requirements	November 2016 to January 2016
	Bid Solicitation	February 2017
	Contract Award	March 2017 to April 2017
Annex F		Questions and answers from solicitation #10047402/A

THIS DOCUMENT IS THE FIRST PART OF A MULTI-STAGE SOLICITATION PROCESS. IN THIS FIRST STAGE, SUPPLIERS ARE REQUESTED TO SUBMIT ONLY CERTAIN INFORMATION FOR EVALUATION, WHILE IN THE NEXT STAGE, ONLY THOSE SUPPLIERS WHO SUCCESSFULLY PASSED THE INITIAL EVALUATION WILL BE PROVIDED BID SOLICITATION(S) DETAILING THE FULL REQUIREMENT FOR THE PURPOSE OF BIDDING.



INVITATION TO QUALIFY (ITQ) WORKPLACE TECHNOLOGY DEVICES (WTD) PRINTING PRODUCTS FOR SHARED SERVICES CANADA

PART 1 GENERAL INFORMATION

1.1 Introduction

Phase 1 of Procurement Process: This Invitation to Qualify (ITQ) is the first phase of a procurement process by Shared Services Canada (SSC) for Workplace Technology Devices (WTD) Printing Products (the “**Project**”). Suppliers are invited to pre-qualify in accordance with the terms and conditions of this ITQ in order to become “**Qualified Respondents**” for any later phases of the procurement process. Only up to 5 Qualified Respondents will be permitted to bid on any subsequent solicitation issued as part of the procurement process.

Further Evaluation of Qualified Respondents: Even though certain suppliers may be pre-qualified by Canada as a result of this ITQ, Canada reserves the right to re-evaluate any aspect of the qualification of any Qualified Respondent at any time during the procurement process.

ITQ is not a Bid Solicitation: This ITQ process is not a solicitation of bids or tenders. No contract will be awarded as a result of the activities during the ITQ phase. Canada reserves the right to cancel any of the preliminary requirements included as part of the Project at any time during the ITQ phase or any other phase of the procurement process. Given that the ITQ process may be partially or completely cancelled by Canada, it may not result in any of the subsequent procurement processes described in this document. Respondents and Qualified Respondents may withdraw from the procurement process at any time. Therefore, suppliers who submit a response can choose not to bid on any subsequent solicitation.

Below are the intended phases of the solicitation process. Each phase is briefly described in the attached Annex A

Solicitation Process	
ITQ	Qualification Phase
Review and Refine Requirements (RRR)	Only the Qualified Respondents will have an opportunity to enhance their understanding of the WTD Printing Products requirements
Bid solicitations (Request for Proposal and/or Request For Standing Offer and/or Request For Supply Arrangement)*	Only the Qualified Respondents can submit a bid

1.1.1 WTD – Printing Products currently consists of 2 Streams: 1) Print Advisory Services and 2) Manage Print Services. This ITQ deals solely with Managed Print Services. Print Advisory Services will follow a separate procurement process and suppliers should refer to BuyandSell.gc.ca for further information.

1.1.2 Respondents are not permitted to be on the procurement vehicles for both streams. Respondents have to choose to be either a Print Advisory Services provider or a Managed Print Services provider. Respondents are not precluded to respond to this Stream, however, if they are awarded as a result of subsequent solicitation(s), they will not be considered in the Print Advisory Services Stream

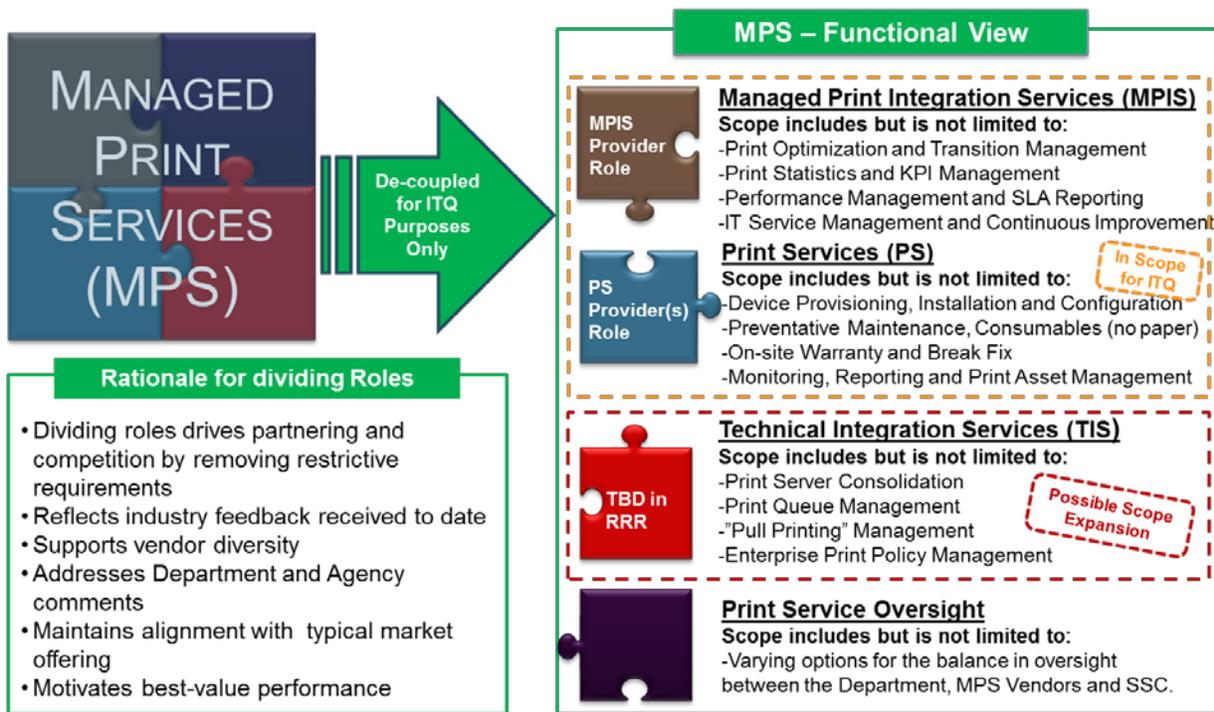


1.1.3 Managed Print Services - SSC will provide its clients with Managed Print Services. SSC will evaluate respondents on the combination of 2 sets of individual Mandatory and Rated Criteria for the following roles:

- a) Managed Print Integration Services (MPIS) Provider:
These criteria focus on the experience, expertise and scale of a service provider to deliver managed services for print devices including key experience in managing a fleet of numerous devices, in providing IT service management, reporting and governance to name a few.
- b) Print Services (PS) Provider:
These criteria focus on the experience, expertise and scale of a service provider to provide on-site services for Print Devices. A subset of the experience evaluated is the number of devices deployed, geographical coverage and the network in place to support devices. Based on industry feedback, not all Print Services providers offer managed print services. Therefore, this approach allows for the inclusion of service providers that are specializing in on-site printing services to align and respond together with MPIS providers for this ITQ.

The roles are depicted in Figure 1 - Managed Print Services Roles

Figure 1 - Managed Print Services Roles



For team composition rules, see sections 2.4 and 3.1.6.

1.1.4 This procurement targets integrators, Managed Print Service providers, value added resellers and Print Manufacturers.

1.1.5 Any Respondent who does not qualify as a result of any second qualification round conducted by Canada will not be given another opportunity to participate or be re-evaluated for the subsequent phases of this procurement process.

The ITQ is divided into the following parts:



- Part 1 **General Information:** provides a general description of the requirement;
- Part 2 **Respondent Instructions:** provides the instructions, clauses and conditions applicable to the ITQ;
- Part 3 **Response Preparation Instructions:** provides suppliers with instructions on how to prepare their response;
- Part 4 **Evaluation Procedures and Basis of Qualification:** indicates how the responses will be evaluated and the basis of qualification;
- Part 5 **Certifications:** includes the certifications to be provided.

1.2 Overview of the Requirement

Overview of Requirement:

The Government of Canada (GC) launched the Workplace Technology Devices (WTD) initiative in April 2013, under the leadership of Shared Services Canada (SSC). Through this initiative, SSC is mandated to consolidate, standardize and transform the procurement of workplace technology devices and related software for over 90 in-scope federal organizations. In so doing, SSC is:

- a) improving service delivery and end-user productivity,
- b) strengthening the government's security posture, and
- c) reducing costs and generating value for the Crown.

This ITQ is for WTD Printing Products and related services. For clarity, WTD Printing Products refers to printers and scanners that connect directly to a computing device or a network, as well as Multi-Function Devices (MFD) that combine printing, scanning, photocopying and faxing.

WTD Printing Products Initial technical requirements will align with the categories and sub-categories of the current National Master Standing Agreement (NMSO) for Imaging Hardware (NMSO EZ107-120003).

The end-state vision for the WTD Printing Products is to achieve a secure, standard print environment for the GC that incorporates the latest technologies, while improving the end-user experience and productivity, delivering cost efficiencies, and reducing the environmental impact by providing:

- a) An optimized print environment where end users have access to the right printer with the right features in the right place at the right time, balancing cost versus convenience;
- b) A flexible, simple and secure service offering with capabilities such as mobile printing and pull printing;
- c) A consistent and high quality service, where delivery is driven by service levels and key performance indicators;
- d) A continuous service improvement program with ongoing reductions in print volumes by introducing print analytics, technology such as pull printing, and re-engineered business processes; and,
- e) Immediate benefits realization.

Acknowledging the complexity of the current print environment in the GC and the associated challenges in achieving the end-state vision, SSC's service strategy proposes offering a choice of



the following three service delivery options to support SSC and its clients in moving towards the end-state vision:

- a) **Catalogue for Print Devices, Media and Software:** For SSC and its clients that have operational requirements to continue procuring and self-managing print devices, the WTD Printing Products service will make this option available to them and also to those who may require additional time to start the transformation to the end-state vision. This offering can also be utilized to procure devices to satisfy exceptions and special needs.
- b) **Managed Print Services (MPS):** For SSC and its clients who want to make a first step toward an MPS, the WTD Printing Products service will offer them an option to subscribe to a MPS with a base plus cost-per-impression pricing model. In this model, organizations transfer management responsibilities of their print environment to a managed service provider, and start to gain visibility over their print fleet, including collecting the current state data that will enable a smoother transition to an MPS – Utility Model with all-inclusive utility pricing.
- c) **Managed Print Services (MPS) – Utility Model:** For SSC and any of its clients that already have current state data or have gained visibility into their print environment, the WTD Printing Products service will offer them an option to subscribe to an MPS with an all-inclusive utility pricing model. This option transfers responsibility for both maintaining and optimizing the print environment to a managed service provider, thereby facilitating the transition to the end-state vision.

To assist in the transformation journey, SSC and its clients will also have access to a Print Advisory Services procurement vehicle, which is not part of this procurement, targeting independent consulting firms with experience in planning and implementing printing solutions for medium to large-sized enterprises. The vehicle will allow SSC and its clients to contract, on an “as and when requested” basis, services related to strategy development, contracting, benchmarking, print optimization, and, third party verification and audit services.

Additional information on the service and the current state can be found in Annex B.

Scope of Anticipated Procurement:

- i) **Potential Client Users:** This ITQ is being released by SSC. It is intended that up to 3 contract(s) and/or Supply Arrangements and/or Standing Offers resulting from any subsequent solicitation(s) would be used by SSC to provide shared services to one or more of its clients. SSC’s client include SSC itself, those government institutions for whom SSC’s services are mandatory at any point during the life of any resulting instrument(s), and those other organizations for whom SSC’s services are optional at any point during the life of any resulting instrument(s) and that choose to use those services from time to time. This process will not preclude SSC from using another method of supply for any of its clients with the same or similar needs, unless a subsequent solicitation for this Project expressly indicates otherwise.
- ii) **Number of contract(s) and/or Supply Arrangements and/or Standing Offers:** SSC is currently contemplating the award of up to 3 contract(s) and/or Supply Arrangements and/or Standing Offers.
- iii) **Term of contract(s) and/or Supply Arrangements and/or Standing Offers:** SSC is currently contemplating a contract(s) and/or Supply Arrangements and/or Standing Offers period of 6 years, plus 2 option periods of 1 year each.

1.3 National Security Exception:



Canada has invoked the National Security Exception in respect of this requirement and, as a result, none of the trade agreements apply to this requirement.

1.4 Comprehensive Land Claim Agreements CLCA:

This procurement may consider contracting obligations that exist in the Comprehensive Land Claim Agreements across Canada.

The objective of CLCA's is to generate Socio-economic benefits for the aboriginal people of the specific land claim agreement areas. For example this could include, sub-contracting and/or training Aboriginal firms.

This will be a discussion point during RRR in order to determine CLCA applicability in terms of support the deliverable requirement(s).

1.5 Data Sovereignty

All information managed by the GC requires protection against unauthorized access, including information published publicly. Personal, confidential and/or sensitive data requires a more stringent level of control, to appropriately protect personal, confidential and/or sensitive data. It is incumbent on SSC to secure and protect information and data repositories used by its clients. The protection of this information from a privacy and security perspective is core to the integrity of government programs, which underpins confidence in the GC.

Furthermore, privacy and security, which ensure the protection of personal and confidential information, are imperative requirements for the WTD Printing Products service. Canadians expect the GC to take all appropriate measures to protect confidential and personal information. Most importantly, the information managed by the prospective Managed Print Integration Services and Print Services providers, including all printed documents, and user information, queued print jobs, print documents stored within any system or transport media whether at rest or in transit within the print management solution or devices, is the exclusive property of the GC and shall be deemed to remain under the ownership and control of the GC for the purposes of the *Access to Information Act*, *Privacy Act* and all other legislation requirements.

The printing services and infrastructure of the WTD Printing Products procurement project will be established within the geographic boundaries of Canada. Stringent contractual and technical measures will be put in place to ensure that government information is secured at all times, at rest and in transit, and is only accessed by those authorized to access the printing infrastructure for those purposes approved by project and security authorities. Therefore, over the life of the contract(s) and/or Standing Offer and/or Supply Arrangement, Canada and the Contractor(s) and/or Standing Offer Holders and/or Supply Arrangement Holders must recognize:

- a) Canada's right to order the destruction or deletion of data;
- b) Contractors compliance with the GC privacy and security policy instruments and practices, the obligations under *Access to Information Act and Privacy Act* and recognition of the GC notification regarding privacy and security breaches; and
- c) Proof of privacy and security training and awareness of the resulting Contractors employees who will have access to relevant components of the WTD Printing Products solution.

1.6 Privacy Considerations

Canadians are extremely concerned about their privacy, particularly in the context of electronic service delivery. The GC is committed to protecting the privacy of Canadians' personal information used in the provision of programs and services to the public, in every delivery channel, including in-person, mail, telephone, and on-line. The GC department and agency



operations are driven by policies derived from the *Privacy Act*.¹ The resulting Contractor(s) and/or Standing Offer Holders and/or Supply Arrangement Holders must ensure that information is accessible only to those authorized. The resulting Contractor(s) and/or Standing Offer Holders and/or Supply Arrangement Holders must comply with the statutory obligations under the *Privacy Act* and the *Access to Information Act*.²

1.7 Conflict of Interest – Unfair Advantage

In order to protect the integrity of the procurement process, Respondents are advised that Canada may reject a response in the following circumstances:

- a) if the Respondent, any of its affiliates or subcontractors, or any of their respective employees or former employees was involved in any manner in the preparation of the strategies and documentation related to this procurement process or is in any situation of conflict of interest or appearance of conflict of interest;
- b) if the Respondent, any of its affiliates or subcontractors, or any of their respective employees or former employees had access to information related to this procurement process that was not available to other suppliers and that would, in Canada's opinion, give or appear to give the Respondent an unfair advantage.

In this regard, Canada advises that it has used the services of a number of private sector consultants/contractors in preparing strategies and documentation related to this procurement process, including the following:

- a) ADRM Technology Consulting Group
- b) Altis Professional Recruitment
- c) BP&M Consulting
- d) IBISKA
- e) Maplesoft Group
- f) Michael Wagner Consulting
- g) Pricewaterhouse Coopers
- h) TEK System Canada Inc
- i) DLS Technology Corporation

1.7.1 The experience acquired by a Respondent who is providing or has provided the goods and services described in the ITQ (or similar goods or services) to Canada will not, in itself, be considered by Canada as conferring an unfair advantage or creating a conflict of interest. This Respondent remains, however, subject to the criteria established above.

1.7.2 If Canada intends to disqualify a response under this section, the Contracting Authority will inform the Respondent and provide the Respondent an opportunity to make representations before making a final decision. Respondents who are in doubt about a particular situation should contact the Contracting Authority before the closing date. By submitting a response, the Respondent represents that it does not consider itself to be in conflict of interest nor to have an unfair advantage. The Respondent acknowledges that it is within Canada's sole discretion to determine whether a conflict of interest, unfair advantage or an appearance of conflict of interest or unfair advantage exists.

¹ <http://laws-lois.justice.gc.ca/eng/acts/P-21/index.html>

² <http://laws-lois.justice.gc.ca/eng/acts/A-1/index.html>



PART 2 RESPONDENT INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

- 2.1.1** All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the *Standard Acquisition Clauses and Conditions Manual* (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Services and Procurement Canada (PSPC).
- 2.1.2** Respondents who submit a response agree to be bound by the instructions, clauses and conditions of the ITQ.
- 2.1.3** The 2003 (2014-09-25) Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the ITQ, except that:
- a) Wherever the term “bid solicitation” is used, substitute “Invitation to Qualify”;
 - b) Wherever the term “bid” is used, substitute “response”;
 - c) Wherever the term “Bidder(s)” is used, substitute “Respondent(s)”;
 - d) Wherever the term “Contract(s)” is used, substitute “Contract(s) and/or Standing Offer and/or Supply Arrangement”, where applicable;
 - e) Wherever the term “Contractor(s)” is used, substitute “Contractor(s) and/or Standing Offer Holders and/or Supply Arrangement Holders, where applicable”;
 - f) Subsection 5(4), which discusses a validity period, does not apply, given that this ITQ invites suppliers simply to qualify.
 - g) Section 3 of the Standard Instructions – Goods and Services – Competitive Requirements 2003 is amended as follows: delete “Pursuant to the *Department of Public Works and Government Services Act*, S.C. 1996, c.16”
 - h) Subsections 4 and 5 of section 1 are deleted.
 - i) Sections 6 and 7 are deleted:
 - h) Section 10 is amended by:
 - 1. changing the title to read “Legal Capacity and Ownership and Control Information”;
 - 2. numbering the first paragraph as number 1.; and
 - 3. adding the following paragraphs to the section:

2. The Respondent must provide, if requested by the Contracting Authority, the following information as well as any other requested information related to the ownership and control of the Respondent, its owners, its management and any related corporations and partnerships:

 - (a) An organization chart for the Respondent showing all related corporations and partnerships;
 - (b) A list of all the Respondent’s shareholders and/or partners, as applicable; if the Respondent is a subsidiary, this information must be provided for each parent corporation or partnership, up to the ultimate owner; and
 - (c) A list of all the Respondent’s directors and officers, together with each individual’s home address, date of birth, birthplace and citizenship(s); if the Respondent is a subsidiary, this information must be provided for each parent corporation or partnership, up to the ultimate owner.

In the case of a joint venture Respondent, this information must be provided for each member of the joint venture. The Contracting Authority may also require that this information be provided in respect of any subcontractors specified in a bid.



3. For the purposes of this section, a corporation or partnership will be considered related to another party if:

- (i) they are “related persons” or “affiliated persons” according to the *Canada Income Tax Act*;
- (ii) the entities have now or in the two years before the closing date had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
- (iii) 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.

i) Section 12 is amended by adding the following subsection 4:

4. Canada also reserves the right to reject a bid where Canada is of the opinion that awarding the contract to the Respondent could be injurious to the national interest or to national security.

- j) For the purposes of this ITQ, the PWGSC policies referenced within the Standard Instructions are adopted as SSC policies.
- k) If there is a conflict between the provisions of 2003 and this document, this document prevails. All references to PWGSC contained within the Standard Instructions will be interpreted as a reference to SSC.

2.2 Submission of Responses

- (a) **Email Submission of Response:** Respondents must submit their full Response package electronically by the date and time of solicitation closing to the SSC Consultation Mailbox at the following email address: SSC.consultation-consultation.SPC@canada.ca
- (b) **Format of Email Attachments:** Respondents must submit their Responses either as PDF documents attached to their email, or as documents that can be opened with the Microsoft Office Suite of applications.
- (c) **Time of Receipt:** The time at which the response is received by SSC will be determined by the “Sent Time” indicated in the email received by SSC at the SSC Consultation Mailbox for Response Submission.
- (d) **Email Size:** Respondents should ensure that they submit their response in multiple emails if any single email, including attachments, will exceed 15 MB. Except as expressly provided below, only emails that are received at the Email Address for Response Submission by the closing date and time will be considered part of the response.
- (e) **Email Title:** Respondents are requested to include the ITQ No. identified on the cover page of this document in the “subject” line of each email forming part of the response.
- (f) **Availability of Contracting Authority:** During the two hours leading up to the closing date and time, an SSC representative will monitor the SSC Consultation Mailbox for Response Submissions, and will be available by telephone at the Contract Authority’s telephone number (although the representative may not be the Contract Authority). If the Respondent is experiencing difficulties transmitting the email, the Respondent should contact the Contracting Authority immediately.
- (g) **Email Acknowledgement of Receipt by SSC:** The same day that the responses are received at the SSC Consultation Mailbox for Response Submission, an SSC representative will send an email acknowledging receipt of each response that was received by the solicitation closing date and time from the SSC Consultation Mailbox for Response



Submission. Respondents who have tried to submit a response, but have not received an email acknowledging receipt should contact the Contract Authority so that they can determine whether or not the Response arrived at the SSC Consultation Mailbox for Response Submission on time.

- (h) **Delayed Email Bids:** Canada will not be responsible for any technical problems experienced by the Respondent in submitting its Response, unless Canada's systems are responsible for a delay in delivering the email to the SSC Consultation Mailbox for Response Submission.
- (i) **Responsibility for Technical Problems:** Canada will not be responsible for:
 - (i) any technical problems experienced by the Respondent in submitting its response, including emails that fail to arrive because they exceed the maximum email size of 15 MB or that are rejected or quarantined because they contain malware or other code that is screened out by SSC's security services; or
 - (ii) any technical problems that prevent SSC from opening the attachments to the email(s). For example, if an attachment is corrupted or otherwise cannot be opened or cannot be read, it will be evaluated accordingly. Respondents will not be permitted to submit substitute attachments to replace any that are corrupt or empty or submitted in an unapproved format.
- (j) **Hand delivery of Response Submission**
 - (a) In the case of emergency, SSC has the discretion to accept a hand delivered Response Submission, either in person by a representative of the Respondent or by a courier.
 - (b) SSC will only accept a hand delivered Response if the Respondent can demonstrate that they've been unable to successfully submit their response submission to the SSC Consultation Mailbox.
 - (c) The hand delivered Response Submission must be provided on either a CD, or other data storage medium that allows for delivery of the entire Response Submission. However, memory sticks are no longer permitted as a Response Submission delivery method.
 - (d) An SSC representative will be available at the Contract Authority's telephone number (and/or that of a designated SSC representative) during the two hours before the solicitation closing date and time to receive responses submitted in this manner.
 - (e) The hand delivered response must be received by either the Contracting Authority or a designated SSC representative no later than the solicitation closing date and time.
 - (f) The only circumstances in which SSC will accept a late hand delivered response is when the Respondent can demonstrate that all designated SSC representatives were unavailable to receive the hand delivered response, and attempts were made during the two hours before the solicitation closing date and time to make delivery.

2.3 Enquiries and Comments

- (a) All enquiries and comments, including suggestions to improve the specifications, regarding the ITQ must be submitted in writing to the Contracting Authority no later than 7 calendar days before the ITQ closing date. Enquiries received after that time and during the ITQ process may not be answered.



- (b) Respondents should reference as accurately as possible the section and numbered item of the solicitation process to which the enquiry relates. Care should be taken by respondents 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 Respondent do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all respondents. Enquiries not submitted in a form that can be distributed to all respondents may not be answered by Canada.
- (c) The draft specific to security assessment instructions and specific contract resulting clauses are attached herein in advance for information purposes only. Specific enquiries on the draft resulting clauses may not be answered as further enhancement to the overall requirement may only be conducted during the RRR phase with the qualified respondents.

2.4 Composition of Core Team

Each Respondent submitting a Response to the ITQ must indicate the relevant company/organization names that comprise its Core Team in the ITQ Submission Forms (Form 1 Parts A, B and C (if Part C is applicable)).

The Core Team can be comprised of a maximum of 1 Lead Respondent and up to 2 additional Core Team Members. Either the MPIS provider or one of the PS providers may be the Lead Respondent.

The Lead Respondent must complete the ITQ Submission Form Part A. The Core Team Members must complete the ITQ Submission Form Part B and Part C (if Part C is applicable). The lead Respondent is responsible to ensure that a full ITQ submission including Form Part A, B and C (if Part C if applicable) has been submitted

Core Team confidential information can be submitted directly to SSC (SSC.consultation-consultation.SPC@canada.ca). However, the Lead Respondent is accountable to ensure that the complete submission of their ITQ response is submitted prior to ITQ closing date.

Once a Respondent has identified itself as the Lead Respondent, it must remain the Lead Respondent and cannot switch roles with any member of its team for the duration of the procurement process. This is because the contract will be awarded to the Lead Respondent. The Lead Respondent will be responsible for all contract deliverables. The other Core Team members are there to support the Lead Respondent.

It will be at the discretion of the Lead Respondent, to determine which RRR phase activities their Core Team Members will participate in.

As mentioned in Figure 1 of this ITQ, for services such as but not limited to Technical Integration Services (e.g. Print Server Consolidation, Print Queue Management, Pull Printing etc.) applicability will be further discussed during RRR. In the event this requirement is added to the RRR, the Qualified Respondents or Supply Arrangement Holders and/or Standing Offer Holders may need additional sub-contractor(s) and the reference of the sub-contractor(s) to meet the Bid Solicitation requirements.

A Respondent's Core Team must continue to consist of the same Core Team Members identified in the Response to this ITQ for subsequent phases of the WTD Printing Products procurement process, and throughout the contracted period. If, during the contract period, the resulting Contractor determines that, for service delivery reasons, it requires a change to a member of its Core Team, it may submit a written request to the Contracting Authority detailing its reasons for



the change. Changes in the members may only be made following receipt of written approval from the Contracting Authority.



PART 3 RESPONSE PREPARATION INSTRUCTIONS

3.1 Response Preparation Instructions

3.1.1 Copies of Response: Canada requests that Respondents provide their response in separate sections as follows:

- a) Section I: Qualification Response (1 soft copy of each).
- b) Section II: Certifications (1 soft copy)
- c) Pricing is not a requirement and should not be included in the response.

3.1.2 Format for Response: Canada requests that Respondents follow the format instructions described below in the preparation of their response:

- a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- b) use a numbering system that corresponds to the ITQ;
- c) include a title page at the front of each volume of the response that includes the title, date, procurement process number, Respondent's name and address and contact information of its representative; and
- d) include a table of contents.

3.1.3 Omitted Documents: Should a Respondent omit a document in their response, Canada may ask that the Respondent provide the document. The Respondent must submit the documentation within the time period set by the Contracting Authority, failing which the response will be treated as being non-responsive.

3.1.4 Language for Future Communications

Respondents are requested to identify, in the ITQ Submission Form 1 – Part A Lead Respondent, which of Canada's two official languages will be used for future communications with Canada regarding this ITQ and all subsequent phases of the solicitation process.

3.1.5 Applicable Laws

This ITQ will be interpreted and governed and the relations between the parties determined, by the laws in force in Ontario.

A respondent may, at its discretion, substitute the above stated applicable laws to a Canadian province or territory of their choice without affecting the validity of its response, by indicating the name of the Canadian province or territory of its choice in the Submission Form. If no change is made, the Respondent acknowledges that the applicable laws specified above are acceptable to the Respondent.



3.1.6 Core Team Composition Rules:

As SSC has taken the approach of separating an MPS service offering into the MPIS and PS roles (Print Manufacturer is not defined as a role), a certain number of rules are stated below to explain what constitutes a compliant Core Team for this ITQ.

Respondents are required to comply with the following rules when composing their Core Team:

- a) A Core Team must have only one MPIS provider;
- b) A Core Team must have minimum of 1 or up to 2 distinct PS providers;
- c) The Lead Respondent or a Core Team Member can assume the MPIS provider role and one PS provider role (i.e. the MPIS provider can also be a PS provider);
- d) A PS provider must have minimum of 1 or up to 2 Named Print Manufacturer (PM); when a PS provider is also a PM, it must name itself as the PM;
- e) There can be up to a maximum of 2 Named PMs in the core team and they must be distinct;
- f) A MPIS provider and/or a PS provider must appear in only one Response regardless of its role; and
- g) A PM may be a Named PM in no more than a second Response, provided they are not the MPIS provider and/or a PS provider in the second response.

3.1.7 Submission of Only One Response:

- a) A Respondent can be an individual, a sole proprietorship, a corporation, a partnership, a joint venture or a Lead Respondent (within a Core Team).
- b) Each Respondent (including related entities or a Core Team member), will be permitted to qualify only once. If a Respondent or any related entities participate in more than one response (participating means being part of the Respondent, not being a subcontractor), Canada will provide those Respondents with 2 working days to identify the single response to be considered by Canada. Failure to meet this deadline may result in all the affected responses being disqualified or in Canada choosing, in its discretion, which of the responses to evaluate.
- c) 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 an individual, corporation, partnership, etc.) an entity will be considered to be “related” to a Respondent if:
 - i) they are the same legal entity as the Respondent (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);
 - ii) the entity and the Respondent are “related persons” or “affiliated persons” according to the Canada *Income Tax Act*;
 - iii) the entity and the Respondent have now or in the two years before the ITQ closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
 - iv) the entity and the Respondent 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.



- d) Any individual, sole proprietorship, corporation, or partnership that is a Respondent as part of a joint venture cannot submit another response on its own or as part of another joint venture.

Example 1: Supplier A does not itself have all the experience required by the ITQ. However, Supplier B has the experience that Supplier A lacks. If Supplier A and Supplier B decide to team up to submit a response together as a joint venture, both entities are together considered the Respondent. Neither Supplier A nor Supplier B can team up with another supplier to submit a separate response, because each is already part of a Respondent.

Example 2: Supplier X is a Respondent. Supplier X's subsidiary, Supplier Y, decides to team up with Supplier Z to submit a response as a joint venture. Suppliers Y and Z, as well as Supplier X, will all be asked to determine which one of the two responses will be considered by Canada. Both responses cannot be submitted, because Supplier Y is related to Supplier X as an affiliate.

- e) By submitting a response, the Respondent is certifying that it does not consider itself to be related to any other Respondent.

3.1.8 Multiple Responses from the Same Respondent or Same Lead Respondent or Core Team Member or Member of a Joint Venture:

A Respondent or a Lead Respondent or Core Team Member or Member of a Joint Venture may submit no more than second response only under a Print Services Provider (PS Provider) as a Named PM.

3.2 Section I: Qualification Response

3.2.1 A complete qualification response consists of the following:

- a) **Submission Forms (Requested at ITQ Closing):** Respondents are requested to include the Submission Forms with their responses. It provides a common form in which Respondents can provide information required for evaluation, such as a contact name, the Respondent's Procurement Business Number, the language for future communications, Core Team details etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information requested by the Submission Forms are incomplete or requires correction, Canada will provide the Respondent with an opportunity to do so.
- b) **Technical Response:** In their technical response, Respondents must substantiate they have met the Mandatory Requirements and should demonstrate their understanding of the Rated requirements contained in this ITQ, and explain how they will meet these requirements. Respondents should demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the work. The technical response should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the response will be evaluated. Simply repeating the statement contained in the response is not sufficient. In order to facilitate the evaluation of the response, Canada requests that respondents address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, respondents may refer to different sections of their response by identifying the specific paragraph and page number where the subject topic has already been addressed.



c) Client Reference and Client List

- i) Respondents must identify clients and provide the necessary documentation to support compliance within the respective MPIS and PS Client References and Client List Tables which are submitted to SSC as part of the ITQ response, as indicated in Attachment 4.1 WTD Evaluation Framework and Process.
- ii) Respondents are requested to indicate the page number(s) in their supporting project documentation that addresses a particular Mandatory or Rated Technical Experience Requirement and cross reference Respondent's clients from the respective tables as indicated in Attachment 4.1 WTD Evaluation Framework and Process.
- iii) As part of the reference verification process for the ITQ, Respondent's clients may be contacted by Canada, to confirm that the information provided by:
 - Respondents in the Appendix A - MPIS Client References and Client List Table, and Technical Criteria, and,
 - Respondents in the Appendix B – Print Services Client References and Client List Table, and Technical Criteria, and,
 - Respondent's* clients** Certificates of Performance – Overall Satisfaction Rating as per Attachment 4.1 WTD Evaluation Framework and Process submitted directly to SSC SSC.consultation-consultation.SPC@canada.ca prior to ITQ closing date

is true and accurate.

* By submitting a response, the Respondent certifies that it has worked with its 2 clients named in the Cross Reference to criteria MPIS-M3 and PS-M3, and engaged them to forward the Certificates of Performance for the Overall Satisfaction Rating to SSC prior to ITQ closing.

** Respondent's clients who do not provide Certificates of Performance – Overall Satisfaction Rating prior to ITQ closing, will be given an opportunity after ITQ closing to submit their certificates.

- iv) Appendix A.1 and B.1 of Attachment 4.1 are subject to SSC's Evaluation team's or their representatives validation and/or verification, if applicable, and/or if cross referenced in the ITQ evaluation criteria MPIS-M1, MPIS-R1, MPIS-M2, MPIS-R2, MPIS-R4, MPIS-R5, MPIS-R6 and PS-M1, PS-R1, PS-R2, PS-M2, PS-R3, PS-R5 found in, sections 1.1 and 1.2 respectively of Attachment 4.1.
- v) As per the ITQ evaluation criteria MPIS-R3 and PS-R4 found in sections 1.1.5 and 1.2.6 respectively in Attachment 4.1 WTD Evaluation Framework and Process, Canada will randomly contact a Respondent's clients from the respective Client References and Client List Tables in order to request and receive from 2 separate clients their respective Individual Ratings for the Respondent's performance as described in the Attachment 4.1 WTD Evaluation Framework and Process. Each client reference for these specific criteria will be contacted and rated as described in the Attachment 4.1 WTD Evaluation Framework and Process.

d) Review and Refine Requirements (RRR) - Qualified Respondents participation and information forms (Required pre-RRR):

The Review and Refine Requirements (RRR) Process Document will be provided to the Qualified Respondents in advance of the RRR phase to expedite arrangements with Respondents resources for the RRR phase. Upon receiving the selection notice to



participate in the RRR phase, Qualified Respondents may only be given up to 5 working days to submit signed Agreement to Participate and Information form of the RRR Process Document.

3.3 Section II: Certifications

See Part 5 regarding certification requirements.

NOTE: The following section and the specific submission timing is for information purposes only

3.4 Supply Chain Integrity Verification

(Anticipated to be Mandatory Assessment at Bid Solicitation stage. Process may begin at the end of RRR. Actual requirement to be finalised during RRR.)

The Supply Chain Integrity (SCI) Verification is a mandatory submission requirement. SCI is an important corporate requirement. Challenged by an increasingly complex cyber threat environment, Canada is committed to applying enhanced security process and contract clauses to the acquisition of both products and services. The purpose of the Supply Chain Integrity Verification process is to ensure that all product, equipment, software firmware and services that are procured by SSC meet the required security and supply chain standards. Please refer to section 4.6. Supply Chain Integrity Process for a description of the requirement.



PART 4 EVALUATION PROCEDURES AND BASIS OF QUALIFICATION

4.1 Evaluation Procedures

- 4.1.1 Responses will be assessed in accordance with the entire requirement of the ITQ including the evaluation criteria.
- 4.1.2 An evaluation team composed of representatives of Canada will evaluate the responses. Canada may hire any independent consultant, or use any Government resources, to evaluate any response. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- 4.1.3 Shared Services Canada has engaged Samson & Associates as a Fairness Monitor for this solicitation process. The Fairness Monitor will not be part of the evaluation team, but will observe the evaluation of the responses with respect to Canada's adherence to the evaluation process described in this ITQ.
- 4.1.4 In addition to any other time periods established in the ITQ:
 - a) **Requests for Clarifications:** If Canada seeks clarification or verification from the Respondent about its response, including certifications, the Respondent 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 response being declared non-responsive.
 - b) **Extension of Time:** If additional time is required by the Respondent, the Contracting Authority may grant an extension in his or her sole discretion.

4.2 Technical Evaluation

- a) The evaluation process for the technical bid is described in Attachment 4.1 WTD Evaluation Framework and Process.
- b) Mandatory Technical Criteria

Each response will be reviewed to determine whether it meets the mandatory requirements of the ITQ. Any element of the ITQ identified with the words “must” or “mandatory” is a mandatory requirement. Responses that do not comply with each and every mandatory requirement will be declared non-responsive and be disqualified.

The mandatory requirements are described in Attachment 4.1 WTD Evaluation Framework and Process and will be evaluated individually on a simple pass/fail basis.

- c) Point-Rated Technical Criteria:

Each response will be rated by assigning a score to the rated requirements, which are identified in the ITQ by the word “rated” or by reference to a score. Respondents who fail to submit complete responses with all the information requested by this ITQ will be rated accordingly. The rated requirements are described in Attachment 4.1 WTD Evaluation Framework and Process.

- d) Reference Checks:

d.1 For reference checks, Canada may conduct one or more reference checks by e-mail. If Canada proceeds with the reference checks, it will conduct reference checks with all the respondents.

Canada will send all e-mail reference check requests to contacts supplied by all the Respondents within a 48-hour period. On the third working day after sending out the emails, if Canada has not received an acknowledgement, Canada will notify the Respondent by e-mail, to allow the Respondent to contact its Client Reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a Client Reference differs from the information supplied by the Respondent, the information supplied by the Client Reference will be the



information evaluated. See Evaluation Rules described in Attachment 4.1 WTD Evaluation Framework and Process. Crown references will be accepted.

If the individual named by a Respondent is unavailable when required during the evaluation period, the Respondent may provide the name and email address of an alternate contact person from the same Client Reference. Respondents will only be provided with this opportunity once for each Client Reference, and only if the originally named individual is unavailable to respond (i.e., the Respondent 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 to respond). The Respondent will have 24 hours to submit the name of a new contact. That contact will again be given 5 working days to respond once Canada sends its reference check request. If the original contact person is unwilling to respond, Canada will not proceed with the client reference and will make the Respondent non-compliant.

d.2 For criteria MPIS-R3 and PS-R4 and as covered in 3.2.1 v) above, Canada will conduct the reference checks in writing by providing a form to be completed and submitted by the Respondents clients directly to SSC. The Respondent's Rated scores will then be combined with the Respondent's Client References Rated scores in order to determine the final Rated score.

Canada will send all e-mail reference check requests to 2 Respondent's clients that Canada randomly selected for each Respondent within a 48-hour period. On the third working day after sending out the emails, if Canada has not received an acknowledgement, Canada will contact the other reference in the list up to a maximum of 5. Only the first 2 references received within the specified time in the reference check request, will be used to complete the Rated evaluation of the Respondent. In the event of no response or late response or unwillingness to respond, the Respondent will be receiving a score of 0.

d.3 For criteria MPIS-M3 and PS-M3, If SSC does not receive the Certificate of Performance – Overall Satisfaction Rating directly from Respondent's clients prior to ITQ closing, the Contracting Authority will contact the Respondent's client(s) in writing at the email address supplied by the Respondent and will be given 5 working days to respond. Respondents' clients will only be provided with this opportunity once for each Client Reference. If the response is still not forthcoming, the Respondent will be deemed non-compliant.

e) Optional Visit of Respondent's Premises

As indicated in 3.2.1 iv) above and in Attachment 4.1, Canada may initiate a visit at the Respondent's premises to verify and/or validate substantiation claimed in Appendix A.1 and B.1 of Attachment 4.1.

In the event Canada initiates the visit, the Respondent will be given 2 business days from the date the written notification is given by Canada to respond with a schedule for the visit.

The visit should be conducted within 5 business days from the notification by Canada.

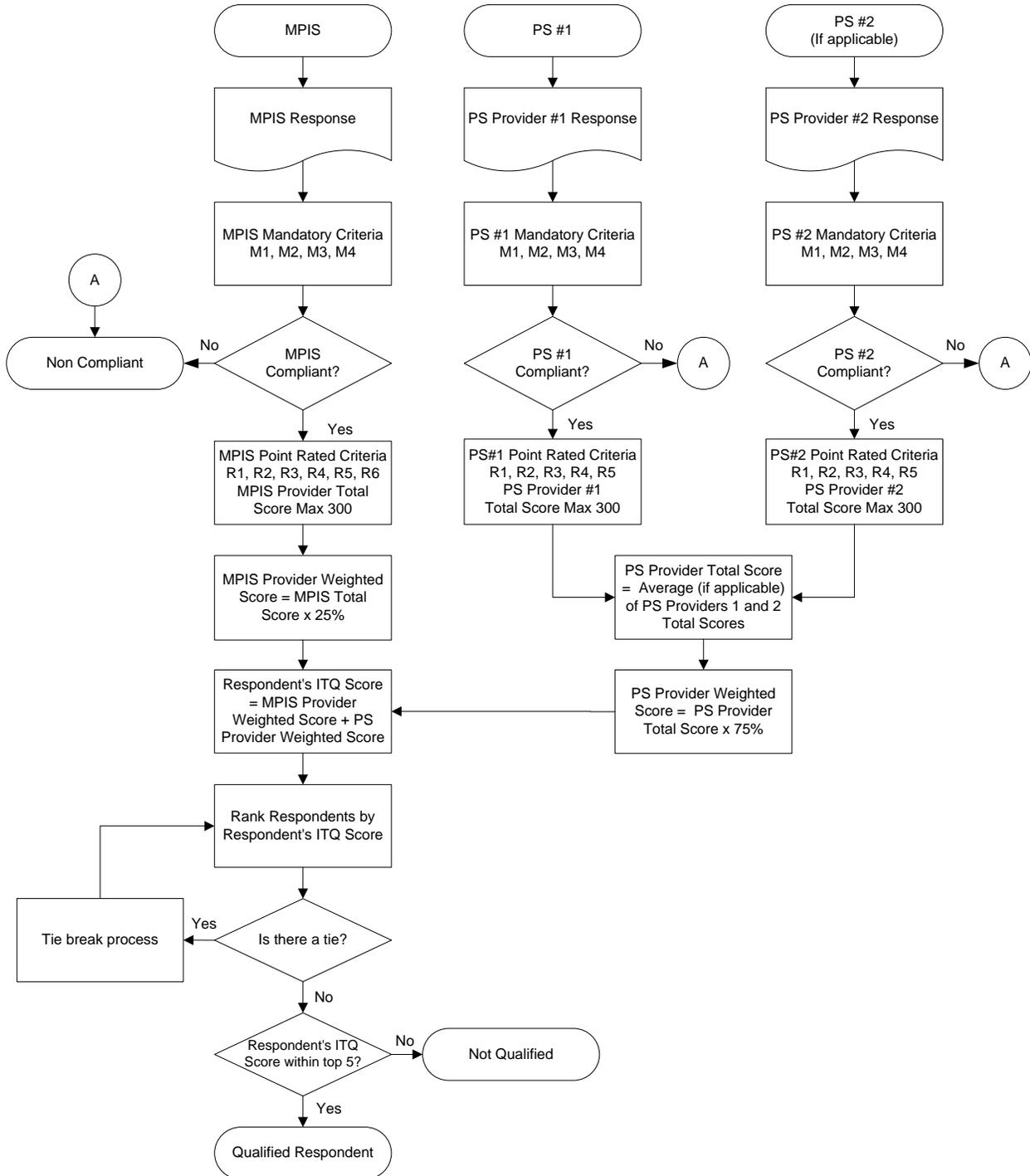
Canada may only proceed with Optional visit with the top 1 ranked respondent.

The visit may consist of a detailed electronic or paper record or system review of the Respondent's response by the Evaluation Team and/or its representatives, to validate compliance with the requirements as stated in the referenced criteria in Attachment 4.1. The Respondent must cooperate fully with Canada during the conduct of this visit.

Despite the written response, if Canada determines during its visit and review that the electronic or paper record or system does not match the mandatory requirements of the response to the ITQ; the Respondent will be declared non-responsive. Similarly, the rated criteria will be re-evaluated and could result in lower scores. Rating will not be increased as a result of a positive review during the visit.



The following flow chart depicts a snapshot of the overall technical evaluation process:





4.3 Security Clearance Requirement - mandatory at ITQ closing

- a) At the date of the ITQ closing date, the following conditions must be met:
- Respondents (including any Core Team Members, if applicable) that currently do not meet the security requirements as indicated in the attached Annex D, draft SRCL and Resulting Security Contract Clauses described within the attached draft sample bid solicitation must initiate the security screening process immediately, as outlined below in order to meet this by ITQ close.
- b) Respondents (including any Core Team Members, if applicable) that are not registered in the Industrial Security Program (ISP) of PSPC's Canadian Industrial Security Directorate (CISD) for Designated Organization Screening (DOS) or Facility Security Clearance (FSC) must ask to be registered in the ISP. Respondents must submit the request by e-mail to the Contracting Authority identified below. The request must include the following information:
- (i) Solicitation Number for which the registration is requested;
 - (ii) Name of the Respondent;
 - (iii) Address of the Respondent's Office in Canada;
 - (iv) Telephone, fax numbers and e-mail address, as applicable;
 - (v) Name of President, CEO or contact, as applicable;
 - (vi) Language preference (English or French); and,
 - (vii) The Respondent's Procurement Business Number (PBN).

Hamid Mohammad
Supply Team Leader
Shared Services Canada
180 Kent St., 13th floor
Ottawa, Ontario K1P 0B6
Canada

Email Address: SSC.consultation-consultation.SPC@canada.ca
Telephone: 613-716-9792

- c) Failure to comply with this request will render the response non-responsive.
- d) Canada will not delay its procurement in order to provide time for suppliers to obtain their registration for the required security clearances.
- e) In the case of a joint venture, each member of the joint venture must meet the security requirements.
- f) Canada reserves the right to revise the security requirements following the ITQ Phase. Canada will provide the Bid Solicitation and contract security clauses at a subsequent phase of this procurement process.



4.4 Qualified Respondent:

4.4.1 To be declared a Qualified Respondent, A Respondent must:

- a. comply with all the requirements of the ITQ; and
- b. meet all mandatory technical evaluation criteria at any time during the solicitation process; and
- c. *obtain the highest rated score.*

4.5 Basis of Qualification

Responses will be ranked based on the points received on the technical evaluation criteria. The response with the highest points will be ranked first. A Respondent will be declared “Qualified Respondent” if the conditions at 4.4 above are met. The Qualified Respondents will be allowed to participate in the next stage of this Collaborative Procurement Solution (CPS), RRR process. However, Canada reserves the right to re-evaluate the qualification of any Qualified Respondent at any time during the solicitation process. For example, if the Respondent’s no longer meets the requirements of this ITQ, it will no longer be a Qualified Respondent. Canada reserves the right to allow additional Qualified Respondent at the RRR stage up to the maximum of 5 top highest ranked responses.

If more than one Respondent is ranked first because of identical Respondent ITQ Score in the Scoring and Weighting Table found in Attachment 4.1 WTD Evaluation Framework and Process, then the order will be ranked using the following tie break process:

- i. the Respondent or the tied Respondents achieving the highest MPIS provider aggregate (MPIS Provider Sub-total Score) score of rated requirements MPIS - R1 through to R2 and R4 through to R6 inclusive as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal
- ii. the Respondent or the still tied Respondents achieving the highest MPIS provider and PS provider(s) score of rated requirements MPIS – R4 through to R6 inclusive plus the PS provider (average score if 2 providers) – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal
- iii. the Respondent or the still tied Respondents achieving the highest MPIS provider and PS provider(s) score of rated requirements MPIS – R4 through to R5 inclusive plus the PS provider (average score if 2 providers) – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal
- iv. the Respondent or the still tied Respondents achieving the highest MPIS provider score of rated requirements MPIS – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal
- v. the Respondent or the still tied Respondents achieving the highest MPIS provider score of rated requirements MPIS – R4 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal
- vi. the Respondent or the still tied Respondents achieving the highest MPIS provider score of rated requirements MPIS – R6 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal
- vii. the Respondent or the still tied Respondents achieving the highest PS provider score of rated requirements PS – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal
- viii. the matter will be decided through a coin toss in the presence of the tied Respondents.



If more than two respondents are tied, then tie breaks will be determined sequentially amongst the more than two tied Respondents. As Respondents are eliminated, only the remaining tied Respondents will move to the next tie break until a final tie break is determined.

4.6 Supply Chain Integrity Process

NOTE: Section 4.6 and 4.7 are for information purposes only. Anticipated to be Mandatory assessment at Bid Solicitation stage. Process may begin at the end of RRR. Actual requirement to be finalized during RRR.

A. Definitions

4.6.1 The following words and expressions used in this Supply Chain Integrity Process have the following meaning:

- 4.6.1.1 “Products” means any hardware that operates at the data link layer of the OSI Model (Layer 2) and above, any software and Workplace Technology Devices.
- 4.6.1.2 “Workplace Technology Devices” means desktops, mobile workstations such as laptops and tablets, smart phones, phones, printers and scanners that connect directly to a computing device or a network, as well as Multi-Function Devices (MFD) that combine printing, scanning, photocopying and faxing and peripherals and accessories such as monitors, keyboards, computer mouse, audio devices and external and internal storage devices such as USB flash drives, memory cards, external hard drives and writable CD and DVD.
- 4.6.1.3 “Product Manufacturer” means the entity which assembles the component parts to manufacture a Product.
- 4.6.1.4 “Software Publisher: means the owner of the copyright of the software, who has the right to license (and authorize others to license/sub-license) its software products.
- 4.6.1.5 “Canada’s Data” means any data originating from the Work, any data received in contribution to the Work or that is generated as a result of the delivery of security, configuration, operations, administration and management services, and any data that is transported or stored by the contractor or any subcontractor as a result of performing the Work.
- 4.6.1.6 “Work” means all the activities, services, goods, equipment, matters and things required to be done, delivered or performed by the Contractor under the resulting contract.

B. Mandatory Qualification Submission Requirements

4.6.2 A supply chain scope diagram is attached at form [To be inserted at the time of bid solicitation] to provide a visual representation of the Supply Chain Security Information (SCSI) requirement which the Bidders, must provide.

4.6.3 Bidders must submit, with their Response on the RFP closing date, the following SCSI:

- 4.6.3.1 **IT Product List:** Bidders must identify the Products over which Canada’s Data would be transmitted and/or stored that will be used and/or installed to perform any part of the Work described in the resulting contract, as well as the following in regards to each Product:
 - a) Location: identify where the Product is interconnected within any given network for Canada’s Data (identify the service delivery points or nodes, such as points of presence, third party locations, data centre facilities, operations center, security operations center, internet or other public network peering points, etc.);
 - b) Product Type: identify the generally recognized description used by Industry such as appliance, hardware, software, etc. Components of an assembled Product, such



as a module or card assembly, must be provided for all layer 3 internetworking devices;

- c) IT Component: identify the generally recognized description used by Industry such as firewall router, switch, server, security appliance, etc.;
- d) Product Model Name or Number: identify the advertised name or number of the Product by the Product Manufacturer;
- e) Description and Purpose of the Product: identify the advertised description or purpose by the Product Manufacturer of the Product and the intended usage or role in the Work described in the resulting contract;
- f) Identify the Product Manufacturer and/or Software Publisher;
- g) Name of Subcontractor refers to the subcontractor that will provide the Product.

Bidders are requested to provide the IT Product List information on the form [To be inserted at the time of bid solicitation]. It is requested that the Bidders indicate their legal name on each page and insert a page number as well as the total number of pages. Bidders are also requested to insert a separate row for each Product. Bidders are requested not to repeat multiple iterations of the same Product (e.g. if the serial number and/or the color is the only difference between two Products, they are considered the same Product with regards to SCSI).

4.6.3.2 **Network Diagrams:** one or more conceptual network diagrams that collectively show the complete network proposed to be used to deliver the services described in the draft Statement of Work. The network diagrams are only required to include portions of the Bidder's network (and its subcontractor' network(s)) over which Canada's Data, would be transmitted in performing any resulting contract. As a minimum the diagram must show:

- a) The following key nodes for the delivery of the services under the resulting contract of this solicitation process, if applicable the role of the Bidder or subcontractor;
 - i. Service delivery points;
 - ii. Core network
 - iii. Subcontractor network (specifying the name of the subcontractor as listed in the List of Subcontractors);
- b) The node interconnections, if applicable
- c) Any node connections with the Internet; and
- d) For each node, a cross-reference to the product that will be deployed within that node, using the line item number from the IT Product List.

4.6.3.3 **List of Subcontractors:** The Bidder must provide a list of any subcontractors that could be used to perform any part of the Work (including subcontractors affiliated or otherwise related to the Bidder) pursuant to any resulting contract. The list must include at a minimum:

- a) The name of the subcontractor;
- b) The address of the subcontractor's headquarters;
- c) The portion of the Work that would be performed by the subcontractor; and
- d) The location(s) where the subcontractor would perform the Work.

This list must identify all third parties who may perform any part of the Work, whether they would be subcontractors to the Bidder, or subcontractors to subcontractors of the



Bidder down the chain. Any subcontractor that could have access to Canada's Data must be identified. For the purposes of this requirement, a third party who is merely a supplier of goods to the Bidder, but who does not perform any portion of the Work, is not considered to be a subcontractor. Subcontractors would include, for example, technicians who might be deployed or maintain the Bidder's solution. If the Bidder does not plan to use any subcontractors to perform any part of the Work, the Bidder is requested to indicate this in its response.

Bidders are requested to provide their information on form [To be inserted at the time of bid solicitation]. It is requested that Bidders indicate their legal name on each page, insert a page number as well as the total number of pages. Bidders are also requested to insert a separate row for each subcontractor and additional rows as may be necessary.

C. Assessment of Supply Chain Security Information

- 4.6.3.1 Canada will assess whether, in its opinion, the Supply Chain Security Information creates the possibility that the Bidder's solution could compromise or be used to compromise the security of Canada's equipment, firmware, software, systems or information.
- 4.6.3.2 In conducting its assessment:
 - (a) Canada may request from the Bidder any additional information that Canada requires to conduct a complete security assessment of the Supply Chain Security Information. 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 response being disqualified.
 - (b) Canada may use any government resources or consultants to conduct the assessment and may contact third parties to obtain further information. Canada may use any information, whether it is included in the response or comes from another source, that Canada considers advisable to conduct a comprehensive assessment of the Supply Chain Security Information.
- 4.6.3.3 If, in Canada's opinion, any aspect of the Supply Chain Security Information, if used in a solution, creates the possibility that the Bidder's solution could compromise or be used to compromise the security of Canada's equipment, firmware, software, systems or information:
 - (a) Canada will notify the Bidder in writing (sent by email) and identify which aspect(s) of the Supply Chain Security Information is subject to concern(s) or cannot be assessed (for example, proposed future releases of products cannot be assessed). Any further information that Canada might be able to provide to the Bidder regarding its concerns will be determined based on the nature of the concerns. In some situations, for reasons of national security, it may not be possible for Canada to provide further information to the Bidder; therefore, in some circumstances, the Bidder will not know the underlying reasons for Canada's concerns with respect to a product, subcontractor or other aspect of the Bidder's Supply Chain Security Information.
 - (b) The notice will provide the Bidder with one opportunity to submit revised Supply Chain Security Information within the 10 calendar days following the day on which Canada's written notification is sent to the Bidder, (or a longer period specified in writing by the Contracting Authority).
 - (c) If the Bidder submits revised Supply Chain Security Information within the allotted time, Canada will perform a second assessment. If Canada determines that any aspect of the Bidder's revised Supply Chain Security Information could



compromise or be used to compromise the security of Canada's equipment, firmware, software, systems or information, no further opportunities to revise the Supply Chain Security Information will be provided and the response will be disqualified.

- 4.6.3.4 By participating in this process, the Bidder acknowledges that the nature of information technology is such that new vulnerabilities, including security vulnerabilities, are constantly being identified. Also, the Bidder acknowledges that Canada's security assessment does not involve the assessment of a proposed solution. As a result:
- (a) qualification pursuant to this RFP does not constitute an approval that the products or other information included as part of the Supply Chain Security Information will meet the requirements of the subsequent bid solicitation or any resulting contract or other instrument that may be awarded as a result of any subsequent bid solicitation;
 - (b) qualification pursuant to this RFP does not mean that the same or similar Supply Chain Security Information will be assessed in the same way for future requirements;
 - (c) at any time during the subsequent bid solicitation process, Canada may advise a Bidder that some aspect(s) of its Supply Chain Security Information has become the subject of security concerns. At that point, Canada will notify the Respondent and provide the Bidder with an opportunity to revise its Supply Chain Security Information, using the same process described above.
 - (d) during the performance of a subsequent contract, if Canada has concerns regarding certain products, designs or subcontractors originally included in the Supply Chain Security Information, the terms and conditions of that contract will govern the process for addressing those concerns.
- 4.6.3.5 All Bidders will be notified in writing regarding whether or not they have qualified under this RFP to proceed to the next stage of the procurement process.
- 4.6.3.6 Any Bidder that has qualified under this RFP will be required, when responding to any subsequent bid solicitation under this solicitation process, to propose a solution consistent with the final version of the Supply Chain Security Information it submitted with its response to this RFP (subject to revision only pursuant to the paragraph below). Except pursuant to the paragraph below, no alternative or additional Products or subcontractors may be proposed in the Bidder's solution. This is a mandatory requirement of this solicitation process. The proposed solution during any subsequent bid solicitation does not need to contain all the Products within the final Supply Chain Security Information.
- 4.6.3.7 Once a Bidder has been qualified in response to this RFP, no modifications are permitted to the Supply Chain Security Information except under exceptional circumstances, as determined by Canada. Given that not all the exceptional circumstances can be foreseen, whether changes may be made and the process governing those changes will be determined by Canada on a case-by-case basis.

4.7 Non-Disclosure Agreement

By submitting a response, the Respondent agrees to the terms of the non-disclosure agreement below (the "Non-Disclosure Agreement"):

- a) The Respondent agrees to keep confidential any information it receives from Canada regarding Canada's assessment of the Respondent's Supply Chain Security Information (the "Sensitive Information") including, but not limited to, which aspect of the Supply Chain Security Information is subject to concern, and the reasons for Canada's concerns.



- b) Sensitive Information includes, but is not limited to, any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form or otherwise and whether or not that information is labeled as classified, proprietary or sensitive.
- c) The Respondent agrees that it will not reproduce, copy, divulge, release or disclose, in whole or in part, in whatever way or form any Sensitive Information to any person other than a person employed by the Respondent who has a security clearance commensurate with the level of Sensitive Information being accessed, without the prior written consent of the Contracting Authority. The Respondent agrees to immediately notify the Contracting Authority if any person, other than those permitted by this Article, accesses the Sensitive Information at any time.
- d) All Sensitive Information will remain the property of Canada and must be returned to the Contracting Authority or destroyed, at the option of the Contracting Authority, if requested by the Contracting Authority, within 30 days following that request.
- e) The Respondent agrees that a breach of this Non-Disclosure Agreement may result in disqualification of the Respondent at either the ITQ or Bid Solicitation or immediate termination of the resulting Contract. The Respondent also acknowledges that a breach of this Non-Disclosure Agreement may result in a review of the Respondent's security clearance and review of the Respondent's status as an eligible respondent for other requirements.

This Non-Disclosure Agreement remains in force indefinitely.



PART 5 CERTIFICATIONS

Respondents are requested to provide the certifications and documentation with their response. Respondents who do not provide some or all of the certifications, or where there appear to be errors in their certifications, will be given an opportunity after closing to submit or resubmit their certifications. The certifications provided by respondents to Canada are subject to verification by Canada at any time during this solicitation process. Canada will disqualify a response if any certification made by the Respondent is found to be untrue, whether made knowingly or unknowingly, during the ITQ evaluation period or during the subsequent bid solicitation.

The Contracting Authority will have the right to ask for additional information to verify the Respondent's certification at any time during this solicitation process. Failure to comply with this request will also render the response non-responsive or any bids submitted in subsequent phases will be declared non-responsive or will constitute a default under any resulting contract that may be issued during a subsequent phase of this solicitation process.

5.1 Code of Conduct and Certifications – Related documentation

- a) By submitting a response, the Respondent certifies that the Respondent and its affiliates are in compliance with the provisions as stated in Sections 01 Code of Conduct and Certifications – Bid of Standard Instructions 2003. The related documentation therein required will assist Canada in confirming that the certifications are true.
- b) Respondents should provide, with their responses or promptly thereafter, a complete list of names of all individuals who are currently directors of the Respondent. If such a list has not been received by the time the evaluation of the responses is completed, the Contracting Authority will inform the Respondent of a time frame within which to provide the information. Respondents must submit the list of directors before the award of a contract award, failure to provide such a list within the required time frame will render the bid non-responsive.
- c) The Contracting Authority may, at any time, request that a Respondent provide properly completed and Signed Consent Forms ([Consent to a Criminal Record Verification form – PWGSC-TPSGC 229](#)) for any or all individuals named in the aforementioned list within a specified delay. Failure to provide such Consent Forms within the delay will result in the response being declared non-responsive.

5.1.1 OEM Certification

- a) Any Respondent that is not the Original Equipment Manufacturer (OEM) for every item of hardware proposed as part of its qualification response is required to submit the OEM's certification regarding the Respondent's authority to provide and maintain the OEM's hardware, which must be signed by the OEM (not the Respondent). No contract(s) resulting from any subsequent bid solicitation will be awarded to a Qualified Respondent who is not the OEM of the hardware it proposes to supply to Canada, unless the OEM certification has been provided to Canada. Respondents are requested to use the OEM Certification Form included with the ITQ. Although all the contents of the OEM Certification Form are required, using the form itself to provide this information is not mandatory. For Respondents/OEMs who use an alternate form, it is in Canada's sole discretion to determine whether all the required information has been provided. Alterations to the statements in the form may result in the response being declared non-responsive.
- b) If the hardware proposed by the Respondent originates with multiple OEMs, a separate OEM certification is required from each OEM.
- c) For the purposes of this solicitation process, OEM means the manufacturer of the hardware, as evidenced by the name appearing on the hardware and on all accompanying documentation.



ITQ SUBMISSION FORMS

FORM 1

Form 1 – Part A Lead Respondent

FORM 1 PART A – LEAD RESPONDENT INDICATE THE LEAD RESPONDENT’S ROLE WITH AN “X” MANAGED PRINT INTEGRATION SERVICES PROVIDER <input type="checkbox"/> PRINT SERVICES PROVIDER # 1 <input type="checkbox"/> and, if applicable PRINT SERVICES PROVIDER #2 <input type="checkbox"/>	
Lead Respondent’s full legal name <i>[Note to Suppliers: Suppliers who are part of a Core Team should take care to identify the correct corporation as the Respondent.]</i>	
Authorized Representative of Respondent for evaluation purposes (e.g., clarifications)	Name
	Title
	Address
	Telephone #
	Fax #
Respondent’s Procurement Business Number (PBN) <i>[see the Standard Instructions 2003]</i> <i>[Note to Respondents: Please ensure that the PBN you provide matches the legal name under which you have submitted your response. If it does not, the Respondent will be determined based on the legal name provided, not based on the PBN, and the Respondent will be required to submit the PBN that matches the legal name of the Respondent.]</i>	
Preferred language for future communications	English _____ French _____
Applicable Laws: Respondent are requested to indicate the Canadian province or territory they wish to apply for applicable laws, as indicated in Part 3	
Security Clearance Level of Respondent <i>[include both the level and the date it was granted]</i> <i>[Note to suppliers: Please ensure that the security clearance matches the legal name of the Respondent. If it does not, the security clearance is not valid for the Respondent.]</i> OR <i>Include email sent to the Contracting Authority to initiate the Security Clearance</i>	
Core Team Members including the Lead Respondent:	
MANAGED PRINT INTEGRATION SERVICES (MPIS) PROVIDER NAME:	
PRINT SERVICES (PS) PROVIDER #1 NAME:	
Provide the PS provider’s named Print Manufacturer(s)	1. 2. (if applicable)
PRINT SERVICES (PS) PROVIDER #2 NAME: (If Applicable)	



Provide the PS provider's named Print Manufacturer	1.
	2. (if applicable)
On behalf of the Respondent, by signing below, I confirm that I have read the entire ITQ including the documents incorporated by reference into the ITQ and I certify that: 1. The Respondent considers itself able to meet all the mandatory requirements described in the ITQ and 2. All the information provided in the response is complete, true and accurate.	
Signature of Authorized Representative of Respondent	



Form 1 – Part B Core Team Member #1

FORM 1 PART B – CORE TEAM MEMBER #1 INDICATE THE CORE TEAM MEMBER 1’S ROLE WITH AN “X” MANAGED PRINT INTEGRATION SERVICES PROVIDER <input type="checkbox"/> PRINT SERVICES PROVIDER # 1 <input type="checkbox"/> and, if applicable PRINT SERVICES PROVIDER # 2 <input type="checkbox"/>		
Core Team Member full legal name		
Authorized Representative of Core Team Member for evaluation purposes (e.g., clarifications)	Name	
	Title	
	Address	
	Telephone #	
	Fax #	
Former Public Servants	<p>Are any Core Team Member resources a FPS in receipt of a pension as defined in the ITQ? Yes ____ No ____ If yes, provide the information required by the Article in Part 2 entitled “Former Public Servant”</p> <p>Are any Core Team Member resources a FPS who received a lump sum payment under the terms of the work force adjustment directive? Yes ____ No ____ If yes, provide the information required by the Article in Part 2 entitled “Former Public Servant”</p>	
Security Clearance Level of Core Team Member <i>[include both the level and the date it was granted]</i> [Note to suppliers: Please ensure that the security clearance matches the legal name of the Respondent Core Team Member. If it does not, the security clearance is not valid for the Respondent.] OR Include email sent to the Contracting Authority to initiate the Security Clearance		
Named Print Manufacturer 1:		
Named Print Manufacturer 2: (IF APPLICABLE)		
<p>On behalf of the Core Team Member, by signing below, I confirm that I have read the entire ITQ including the documents incorporated by reference into the ITQ and I certify that:</p> <ol style="list-style-type: none"> The Core Team Member considers itself and its products able to meet all the mandatory requirements described in the ITQ for the Core Team Members respective role (MPIS, PS 1, PS 2 or PS Providers Named Print Manufacturer) and All the information provided in the response is complete, true and accurate 		
Signature of the authorized representative of the Core Team Member		
Contacts of the authorized representative of the Core Team Member	Name	
	Address	
	Email	
	Signature	
	Phone	



Form 1 – Part C Core Team Member #2 (IF APPLICABLE)

FORM 1 PART C – CORE TEAM MEMBER #2 (IF APPLICABLE) IF APPLICABLE INDICATE THE CORE TEAM MEMBER 2’S ROLE WITH AN “X” MANAGED PRINT INTEGRATION SERVICES PROVIDER <input type="checkbox"/> PRINT SERVICES PROVIDER #1 <input type="checkbox"/> and, if applicable PRINT SERVICES PROVIDER #2 <input type="checkbox"/>		
Core Team Member full legal name		
Authorized Representative of Core Team Member for evaluation purposes (e.g., clarifications)	Name	
	Title	
	Address	
	Telephone #	
	Fax #	
Former Public Servants	<p>Are any Core Team Member resources a FPS in receipt of a pension as defined in the ITQ? Yes ____ No ____</p> <p>If yes, provide the information required by the Article in Part 2 entitled “Former Public Servant”</p>	
<p>See the Article in Part 5 of the ITQ entitled Former Public Servant for a definition of “Former Public Servant”.</p>	<p>Are any Core Team Member resources a FPS who received a lump sum payment under the terms of the work force adjustment directive? Yes ____ No ____</p> <p>If yes, provide the information required by the Article in Part 2 entitled “Former Public Servant”</p>	
<p>Security Clearance Level of Core Team Member <i>[include both the level and the date it was granted]</i> [Note to suppliers: Please ensure that the security clearance matches the legal name of the Respondent Core Team Member. If it does not, the security clearance is not valid for the Respondent.] OR Include email sent to the Contracting Authority to initiate the Security Clearance</p>		
Named Print Manufacturer 1: (IF APPLICABLE)		
Named Print Manufacturer 2: (IF APPLICABLE)		
<p>On behalf of the Core Team Member, by signing below, I confirm that I have read the entire ITQ including the documents incorporated by reference into the ITQ and I certify that:</p> <p>1. The Core Team Member considers itself and its products able to meet all the mandatory requirements described in the ITQ for the Core Team Members respective role (MPIS, PS 1, PS 2 or PS Providers Named Print Manufacturer) and</p> <p>2. All the information provided in the response is complete, true and accurate.</p>		
Signature of the authorized representative of the Core Team Member		
Contacts of the authorized representative of the Core Team Member	Name	
	Address	
	Email	
	Signature	
	Phone	



Form 2

OEM Certification Form

This confirms that the original equipment manufacturer (OEM) identified below has authorized the Respondent named below to provide and maintain its products under any contract resulting from a bid solicitation issued as a result of the ITQ identified below.

Name of OEM _____

Signature of authorized signatory of OEM _____

Print Name of authorized signatory of OEM _____

Print Title of authorized signatory of OEM _____

Address for authorized signatory of OEM _____

Telephone no. for authorized signatory of OEM _____

Fax no. for authorized signatory of OEM _____

Date signed _____

ITQ Number _____

Name of Respondent _____

ANNEX A

PROCUREMENT PROCESS

Overview

The WTD Printing Products service multi-phase Collaborative Procurement Solution (CPS) process is shown in Figure 1 and summarized in Table 1. This process will be used until the final Bid Solicitation(s) is issued to the Qualified Respondent(s) in the Bid Solicitation Phase. This approach will allow Canada to conduct due diligence of WTD Printing Products requirements with Qualified Respondents before issuing a bid solicitation(s).

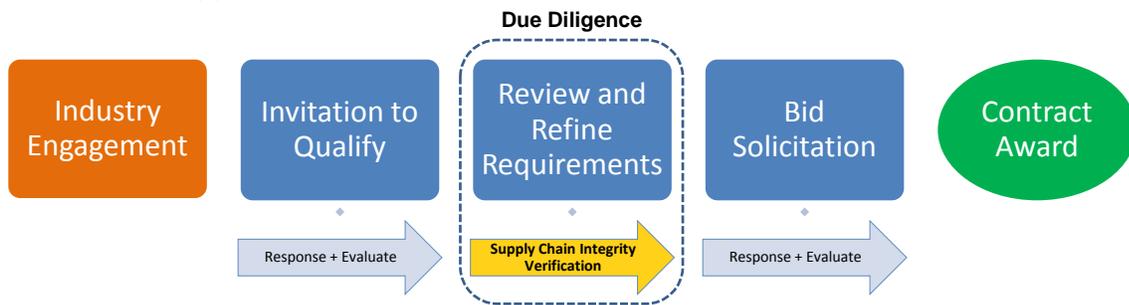


Figure 2: WTD Printing Products Procurement Approach

Table 1: Summary of WTD Printing Products Procurement Phases

Procurement Phase	Objectives
Industry Engagement	<ul style="list-style-type: none"> Solicit feedback from industry on Canada's requirements and the procurement approach This phase has been completed
Invitation to Qualify (10047402/A)	<ul style="list-style-type: none"> Issue ITQ Obtain ITQ responses from Respondents Evaluate ITQ responses Select up to top 5 highest ranked Qualified Respondent to continue to the Review and Refine Requirements Phase and Bid Solicitation Phase This phase has been completed
Invitation to Qualify (10047402/B)	<ul style="list-style-type: none"> Issue ITQ Obtain ITQ responses from Respondents Evaluate ITQ responses Select the top highest ranked Qualified Respondent to continue to the Review and Refine Requirements Phase and Bid Solicitation Phase with the rest of the Qualified Respondents from ITQ #10047402/A
Review and Refine Requirements	<ul style="list-style-type: none"> Qualified Respondents have an opportunity to enhance their understanding of the WTD Printing Products requirements Qualified Respondents to provide their list of IT products (equipment, firmware, software, services), together with network diagrams and information about subcontractors



	<ul style="list-style-type: none"> Select the Qualified Respondents to continue to the Bid Solicitation Phase based on Supply Chain Integrity assessment if it was completed during RRR
Bid Solicitation	<ul style="list-style-type: none"> Issue finalized solicitation to all Qualified Respondents Obtain bid responses from the Respondents Evaluate the bid proposals Conduct the supply chain integrity verification of the Respondents' IT products to ensure that all IT products proposed, network architecture and subcontractors meet certain security and supply chain standards if it was not completed at RRR Select up to 3 highest ranked successful proposal(s)
Contract Award	<ul style="list-style-type: none"> Award the WTD Printing Products contract(s) and/or Supply Arrangement(s) and/or Standing Offer

Canada will not reimburse any Respondent for expenses incurred during any of the WTD Printing Products ITQ Phase, Review and Refine Requirements Phase or Bid Solicitation Phase.

Invitation to Qualify

The purpose of the Invitation to Qualify (ITQ) is to identify the Respondents who have demonstrated and proven necessary capabilities and experience in provisioning print devices, managed print services and integration services.

The ITQ evaluation criteria focuses on the Respondent's capabilities and experience to deliver Managed Print Integration Services and Print Services, taking into consideration parameters for size, scope, and complexity. Please refer to Attachment 4.1 WTD Evaluation Framework and Process for the detailed evaluation criteria.

Once the Qualified Respondents have been selected and have been notified that they have qualified for the next phase of the procurement process, Canada intends to proceed with the Review and Refine Requirements Phase. Qualified Respondents may withdraw from the process by providing written notification to the Contracting Authority.

Review and Refine Requirements Phase

Canada will start the Review and Refine Requirements (RRR) Phase by providing the Qualified Respondents with the detailed process that will be followed for this Phase.

In this phase, Canada will engage the Qualified Respondents in a collaborative review of its detailed requirements and request that the Qualified Respondents provide comments, suggestions, and/or identify areas that require additional clarification from Canada through the process as set out in the detailed materials provided to all Qualified Respondents. Canada will require a significant commitment from Qualified Respondents during this phase, both in terms of time and resources. Canada will take into consideration the feedback provided by Qualified Respondents and finalize its technical and solicitation requirements for use in the Bid Solicitation Phase. The interactions could include:

- a) one-on-one sessions;
- b) presentation sessions; and
- c) written questions and answers.



Canada will consider the feedback provided by Qualified Respondents when finalizing the SOW for WTD Printing Products and its solicitation requirements for use in the Bid Solicitation Phase. Canada will conduct a supply chain integrity verification of the Qualified Respondents' IT products (equipment, firmware, software, services), together with network diagrams and information about subcontractors, that the Qualified Respondent will use to provide the WTD Printing Products services to ensure that all IT products meet certain security and supply chain standards. This process may be started and/or completed during RRR. More information about this process will be provided to the Qualified Respondents during the RRR Phase.

It is the responsibility of each Qualified Respondent to take advantage of the Review and Refine Requirements Phase by asking the questions that are necessary to prepare a complete response(s) to the final bid solicitation.

Bid Solicitation Phase

In the Bid Solicitation Phase, Canada may issue a formal RFP and/or RFSA and/or RFSO to the Qualified Respondents who have participated in the Review and Refine Requirements Phase. Each Qualified Respondent will be permitted to formally bid on the requirements set out in the RFP.

Contract Award and/or Standing Offer and/or Supply Arrangement Phase

After completion of the Bid Solicitation Phase, selected Bidder(s) will be recommended for Contract Award and/or Supply Arrangement and/or Standing Offer providing that Canada has received all necessary internal approvals.

Anticipated Schedule

The anticipated schedule for the WTD Printing Products procurement phases, as well as Implementation, is shown in Table 2. The schedule is provided for information purposes, and will be used by Canada for planning purposes. It is subject to change by Canada.

Table 2: Canada's Anticipated Procurement and Implementation Schedule

Phase	Estimated Duration
Invitation to Qualify	June 2016 to November 2016
Review and Refine Requirements	November 2016 to January 2017
Bid Solicitation	February 2017
Contract Award	March 2017 to April 2017

Note that the above dates are tentative, and subject to change



ANNEX B

DETAILED OVERVIEW OF THE REQUIREMENT

Note to Respondents: Annex B is provided as an attachment in a separate PDF document.



ANNEX C Glossary and Definition of Terms

Acronym	Description
AQL	Acceptable Quality Level
B/W	Black and White
CCM	Commercial Confidential Meeting
CEO	Chief Executive Officer
CIO	Chief Information Officer
CPS	Collaborative Procurement Solutions
CSEC	Communications Security Establishment Canada
D-A	Departments and agencies
ET	Eastern Time
FGWD	Federal Government Working Day
GC	Government of Canada
HW	Hardware
IM	Information Management
IT	Information Technology
ITIL	Information Technology Infrastructure Library
ITQ	Invitation to Qualify
ITSG	Information Technology Security Guidance
ITSM	IT Service Management
KPI	Key Performance Indicator
MFD	Multi-Function Device
MPIS	Managed Print Integration Services
MPS	Managed Print Services
NATO	North Atlantic Treaty Organization
NMSO	National Master Standing Offers
OEM	Original Equipment Manufacturer
OGD	Other Government Department
PBN	Procurement Business Number
PIN	Personal Identification Number
PS	Print Services
PSPC	Public Services and Procurement Canada formerly PWGSC
PWGSC	Public Works and Government Services Canada changed to PSPC
QA	Quality Assurance
QR	Qualified Respondents



Acronym	Description
RASCI	Responsible Accountable Support Consulted Informed
RFI	Request for Information
RFP	Request for Proposal
RFSA	Request for Supply Arrangement
RFSO	Request for Standing Offer
RRR	Review and Refine Requirements
RVD	Request for Volume Discounts
SCI	Supply Chain Integrity
SCSI	Supply Chain Security Information
SLA	Service Level Agreement
SLT	Service Level Target
SP	Software Publisher
SSC	Shared Services Canada
SW	Software
TBD	To Be Defined
TCV	Total Contract Value
TIS	Technical Integration Service
WTD	Workplace Technology Devices



Definitions of Terms

Term	Definition
Affiliate	For the purposes of this solicitation, an Affiliate will include any entity which does not operate at arm's length from the Respondent, including a parent or a branch, division or subsidiary of the Respondent.
Agreement	Means the Agreement to Participate to be entered into by the SSC with the Qualified Respondent for the Review and Refine Requirements phase, should the Respondent become a Qualified Respondent. A pro-forma Agreement is attached as Appendix A to RRR Process Document.
Bid	An offer to provide services or supply goods as a result of a solicitation.
Canada's Data	Means any data originating from the Work, any data received in contribution to the Work or that is generated as a result of the delivery of security, configuration, operations, administration and management services, and any data that is transported or stored by the contractor or any subcontractor as a result of performing the Work.
Client Organization	A legal entity, from either the public or private sector, receiving WTD Printing Products Services provided under a contract with the Lead Respondent or Core Team Members 2 and/or 3.
Client Reference	A reference of a project for a Client Organization that is being used by the Respondent for addressing the Mandatory or Rated requirements as described in Attachment 4.1 WTD Evaluation Framework and Process. The Client Organisation must have entered in a contract directly with the Core Team member.
Commercial Confidential Meeting (CCM)	Means a meeting between SSC and the Qualified Respondent in which aspects of the project, and potentially Qualified Respondent solutions are discussed in a commercially confidential setting that may involve the sharing of Confidential Qualified Respondent Information.
Confidential Qualified Respondent Information	Means all Qualified Respondent information that is confidential by its nature or in the circumstances in which it is received, including all confidential information in the custody or control of SSC, regardless of whether it is identified as confidential or not, and whether recorded or not, and however fixed, stored, expressed or embodied, which comes into the knowledge, possession or control of SSC.
Confidential SSC Information	Means all government information that is confidential by its nature or in the circumstances in which it is received, including all confidential information in the custody or control of SSC, regardless of whether it is identified as confidential or not, and whether recorded or not, and however fixed, stored, expressed or embodied, which comes into the knowledge, possession or control of the Qualified Respondent.
Core Team	The Core Team can be comprised of a maximum of 1 Lead Respondent and up to 2 additional Core Team Members.



Term	Definition
Fairness Monitor	Means an independent third party whose role is to observe the procurement process, to provide related feedback on fairness issues to SSC and to provide an unbiased and impartial opinion on the fairness of the observed procurement process.
Invitation to Qualify (ITQ).	Procurement instrument used to identify Qualified Respondents for the Review and Refine Requirements and Bid Solicitation phases of the CPS procurement approach.
Lead Respondent	The Lead Respondent of a Core Team. The Core Team member that will be the Core Team’s representative for the purpose of this procurement.
Joint Venture	<p>An association of two or more parties who combine their money, property, knowledge, expertise or other resources in a single joint business enterprise sometimes referred as a consortium, to response together on a requirement. Respondents who response as a joint venture must indicate clearly that it is a joint venture and provide the following information:</p> <ul style="list-style-type: none"> a) The name of each member of the joint venture; b) The Procurement Business Number of each member of the joint venture; c) The name of the representative of the joint venture, i.e. the member chosen by the other members to act on their behalf, if applicable; d) The name of the joint venture, if applicable. <p>If the information is not clearly provided in the response, the Respondent must provide the information on request from the Contracting Authority.</p> <p>The response and any resulting contract must be signed by all the members of the joint venture unless one member has been appointed to act on behalf of all members of the joint venture. The Contracting Authority may, at any time, require each member of the joint venture to confirm that the representative has been appointed with full authority to act as its representative for the purposes of the bid solicitation and any resulting contract. If a contract is awarded to a joint venture, all members of the joint venture will be jointly and severally or solidarily liable for the performance of any resulting contract.</p>
Managed Content Services	Managed content services (MCS) are a comprehensive solution that rationalizes, streamlines and optimizes business communications inside an organization by providing consultative help, software and implementation. It is tightly coupled with managed print services (MPS) and ranges from print server consolidation to business process automation and business process optimization.
Managed Print Devices	Print Devices exclusively provisioned as part of Managed Print Services.



Term	Definition
Managed Print Services	Managed print services are services offered to optimize or manage an organization's document output. The service includes the development of design principles, assessment and optimization, the deployment, management and maintenance (including parts and consumables excluding paper) of the print environment (including existing third-party equipment as required) using utilities and tools that provide line of sight, status and performance metrics for Print Devices. The vendor has complete responsibility and control over the device lifecycle management.
Multi-tenant Environments	Multi-tenancy is an architecture in which a single instance of a software application serves multiple customers. Each customer is called a tenant.
Open Meeting	Means a meeting between SSC and all Qualified Respondents in which aspects of the WTD Printing Products are discussed, excluding aspects that have been identified as Confidential Qualified Respondent Information.
Print Devices	Non retail commercial printers, scanners or printing and imaging multi-function devices (MFD) that combine printing, scanning, faxing and photocopying that are provisioned to the client. In addition to the warranty (break / fix services), to qualify, the devices must be: <ul data-bbox="683 940 1398 1062" style="list-style-type: none">• covered by a service contract inclusive of preventative maintenance (including parts) performed on-site by Print Service Provider personnel as well as consumables; or• provisioned as part of Managed Print Services.
Print Management	Controlling, maintaining and monitoring a printing environment and its productivity levels.
Print Manufacturer	A company who produces digital printers.
Pull Printing	A printing feature where a user's print job is held and released by the user at any printing device (pulled to the printer) which supports this feature.
Print Spooling	A software solution that manages sending jobs to the printer.
Private Sector	Privately held sole proprietors, partnerships or corporations and/or publicly traded corporations.
Product Manufacturer	Means the entity which assembles the component parts to manufacture a Product.
Products	Means any hardware that operates at the data link layer of the OSI Model (Layer 2) and above, any software and Workplace Technology Devices.
Project Lead	Means a person that will be the single point of contact from the Qualified Respondent that will be responsible for all communications with SSC outside of fixed meetings.



Term	Definition
Protected Information	<p>This refers to specific provisions of the <i>Access to Information Act</i> and the <i>Privacy Act</i> and applies to sensitive personal, private, and business information.</p> <p>Protected A (low-sensitive): Applies to information that, if compromised, could reasonably be expected to cause injury outside the National Interest, for example, disclosure of exact salary figures.</p> <p>Protected B (particularly sensitive): applies to information that, if compromised, could reasonably be expected to cause serious injury outside the National Interest, for example, loss of reputation or competitive advantage.</p> <p>Protected C (extremely sensitive): applies to the very limited amount of information that, if compromised, could reasonably be expected to cause extremely grave injury outside the National Interest, for example, loss of life.</p>
Public Sector	Government entities at the federal, provincial and municipal level, higher education universities and colleges, and hospitals.
Qualified Respondent	A Respondent who is identified by Canada to participate in the Review and Refine Requirements and Bid Solicitation phases of the procurement.
Security Assessment	The on-going process of evaluating the performance of IT security controls throughout the lifecycle of information systems to establish the extent to which the controls are implemented correctly, operating as intended, and producing the desired outcome with respect to meeting the departmental business needs for security. Security assessment supports authorization by providing the grounds for confidence in information system security.
Service Catalogue	Pre-determined services and goods that can be ordered by a department or agency at a pre-determined price.
Service Delivery Point	A Floor or a Room in a Building where a Service or Product is implemented.
Software Publisher	Means the owner of the copyright of the software, who has the right to license (and authorize others to license/sub-license) its software products.



Term	Definition
Total Contract Value (TCV)	<p>The cumulative absolute value of the annual contracted value plus the value of any option periods stipulated for the Client Reference. The total contract value is for current and future cumulated value yet to be exercised as stated in one or many contracts for the Client Reference. Here are two examples of TCV calculations:</p> <p>1) a supplier in the third year of a five year contract with the Client Reference for \$1M per year with 3 x 1 year option periods also valued at \$1M per option year has a TCV of \$8M:</p> $5 \text{ years} \times \$1\text{M}/\text{year} + 3 \text{ years} \times \$1\text{M}/\text{year} = \8M <p>2) a supplier has one contract with the Client Reference in the fourth year of a five year contract for \$2M per year with 2 x 1 year option periods also valued at \$2M per option year plus another contract with the same Client Reference in the second year of a three year contract for \$1M per year with 1 x 1 year option periods also valued at \$1M per option year has a TCV of \$18M:</p> $5 \text{ years} \times \$2\text{M}/\text{year} + 2 \text{ years} \times \$2\text{M}/\text{year} + 3 \text{ years} \times \$1\text{M}/\text{year} + 1 \text{ years} \times \$1\text{M}/\text{year} = \18M
Work	Means all the activities, services, goods, equipment, matters and things required to be done, delivered or performed by the Contractor under the resulting contract.
Workplace Technology Devices	Means desktops, mobile workstations such as laptops and tablets, smart phones, phones, printers and scanners that connect directly to a computing device or a network, as well as Multi-Function Devices (MFD) that combine printing, scanning, photocopying and faxing and peripherals and accessories such as monitors, keyboards, computer mouse, audio devices and external and internal storage devices such as USB flash drives, memory cards, external hard drives and writable CD and DVD.
WTD Printing Products	Printers and scanners that connect directly to a computing device or a network, as well as Multi-Function Devices (MFD) that combine printing, scanning, photocopying and faxing.



Annex D

DRAFT SECURITY REQUIREMENTS CHECK LIST (SRCL)

(Note to Respondents: Annex D, SRCL is provided as attached as a separate PDF document.)



Annex E

PART 6 DRAFT RESULTING CONTRACT CLAUSES

This Annex is for information only and may be subject to change.

The following sample clauses and conditions may apply to and form part of any resulting contract(s) or Supply Arrangement(s) resulting from the bid solicitation(s) Request for Supply Arrangement.

Definitions to be added to section [To be inserted at the time of bid solicitation] of the contract:

- "Product" means any hardware that operates at the data link layer of the OSI Model (layer 2) and above, any software and Workplace Technology Devices.
- "Workplace Technology Devices" means desktops, mobile workstations such as laptops and tablets, smartphones, phones, printers and scanners that connect directly to a computing device or a network, as well as Multi-Function Devices (MFD) that combine printing, scanning, photocopying and faxing, and peripherals and accessories such as monitors, keyboards, computer mouse, audio devices and external and internal storage devices such as USB flash drives, memory cards, external hard drives and writable CD or DVD.
- "Canada's Data" means any data originating from the Work, any data received in contribution to the Work or that is generated as a result of the delivery of security, configuration, operations, administration and management services, and any data that is transported or stored by the contractor or any subcontractor as a result of performing the Work.
- "Work" means all the activities, services, goods, equipment, matters and things required to be done, delivered or performed by the Contractor under the resulting contract.

6.1 On-going Supply Chain Integrity Process

6.1.1 Supply Chain Integrity Process: The Parties acknowledge that a Supply Chain Integrity Process assessment was a key component of the procurement process that resulted in the award of this Contract. In connection with that assessment process, Canada assessed the Contractor's Supply Chain Security Information (SCSI) without identifying any security concerns. The following SCSI was submitted:

- 6.1.1.1 an IT Product List;
- 6.1.1.2 a list of subcontractors; and
- 6.1.1.3 network diagram(s).

This SCSI is included as [To be inserted at the time of bid solicitation]. The Parties also acknowledge that security is a critical consideration for Canada with respect to this Contract and that on-going assessment of SCSI will be required throughout the Contract Period. This Article governs that process.

6.1.2 Assessment of New SCSI: During the Contract Period, the Contractor may need to modify the SCSI information contained in [To be inserted at the time of bid solicitation]. In that regard:

- 6.1.2.1 The Contractor, starting at contract award, must revise its SCSI at least once a month to show all changes made, as well as all deletions and additions to the SCSI that affect the services under the Contract (including Products deployed by its subcontractors) during that period; the list must be marked to show the changes made during the applicable period. If no changes have been made during the reporting month, the Contractor must advise the Contracting Authority in writing that the existing list is unchanged. Changes made to the IT Product List must be accompanied with revised Network Diagram(s) when applicable.



- 6.1.2.2 The Contractor agrees that, during the Contract Period, it will periodically (at least once a year) provide the Contracting Authority with updates regarding upcoming new Products that it anticipates deploying in the Work (for example, as it develops its “technology roadmap” or similar plans). This will allow Canada to assess those Products in advance so that any security concerns can be identified prior to the Products being deployed in connection with the services being delivered under the Contract. Canada will endeavour to assess proposed new Products within 30 calendar days, although lengthier lists of Products may take additional time.
- 6.1.2.3 Canada reserves the right to conduct a complete, independent security assessment of all new SCSI. The Contractor must, if requested by the Contracting Authority, provide any information that Canada requires to perform its assessment.
- 6.1.2.4 Canada may use any government resources or consultants to conduct the assessment and may contact third parties to obtain further information. Canada may use any information, whether it is provided by the Contractor or comes from another source, that Canada considers advisable to conduct a comprehensive assessment of any proposed new SCSI.

6.1.3 Identification of New Security Vulnerabilities in SCSI already assessed by Canada:

- 6.1.3.1 The Contractor must provide to Canada timely information about any vulnerabilities of which it becomes aware in performing the Work, including any weakness, or design deficiency, identified in any Product used to deliver services that would allow an unauthorized individual to compromise the integrity, confidentiality, access controls, availability, consistency or audit mechanism of the system or the data and applications it hosts.
- 6.1.3.2 The Contractor acknowledges that the nature of information technology is such that new vulnerabilities, including security vulnerabilities, are constantly being identified and, that being the case, new security vulnerabilities may be identified in SCSI that have already been the subject of an SCSI assessment and assessed without security concerns by Canada, either during the procurement process or later during the Contract Period.

6.1.4 Addressing Security Concerns:

- 6.1.4.1 If Canada notifies the Contractor of security concerns regarding a Product that has not yet been deployed, the Contractor agrees not to deploy it in connection with this Contract without the consent of the Contracting Authority.
- 6.1.4.2 At any time during the Contract Period, if Canada notifies the Contractor that, in Canada’s opinion, there is a Product that is being used in the Contractor’s solution (including use by a subcontractor) that has been assessed as having the potential to compromise or be used to compromise the security of Canada’s equipment, firmware, software, systems or information, then the Contractor must:
 - a) provide Canada with any further information requested by the Contracting Authority so that Canada may perform a complete assessment;
 - b) if requested by the Contracting Authority, propose a mitigation plan (including a schedule), within 10 business days, such as migration to an alternative Product. The Contracting Authority will notify the Contractor in writing if Canada approves the mitigation plan, or will otherwise provide comments about concerns or deficiencies with the mitigation plan; and
 - c) implement the mitigation plan approved by Canada.

This process applies both to new Products and to Products that were already assessed pursuant to the Supply Chain Integrity Process assessment by Canada, but for which new security vulnerabilities have since been identified.
- 6.1.4.3 Despite the previous Sub-article, if Canada determines in its discretion that the identified security concern represents a threat to national security that is both serious



and imminent, the Contracting Authority may require that the Contractor immediately cease deploying the identified Product(s) in the Work. For Products that have already been deployed, the Contractor must identify and/or remove (as required by the Contracting Authority) the Product(s) from the Work according to a schedule determined by Canada. However, prior to making a final determination in this regard, Canada will provide the Contractor with the opportunity to make representations within 48 hours of receiving notice from the Contracting Authority. The Contractor may propose, for example, mitigation measures for Canada's consideration. Canada will then make a final determination.

6.1.5 Cost Implications:

- 6.1.5.1 Any cost implications related to a demand by Canada to cease deploying or to remove a particular Product or Products will be considered and negotiated in good faith by the Parties on a case-by-case basis and may be the subject of a Contract Amendment, However, despite any such negotiations, the Contractor must cease deploying and/or remove the Product(s) as required by Canada. The negotiations will then continue separately. The Parties agree that, at a minimum, the following factors will be considered in their negotiations, as applicable:
- a) with respect to Products already assessed without security concerns by Canada pursuant to an SCSl assessment, evidence from the Contractor of how long it has owned the Product;
 - b) with respect to new Products, whether or not the Contractor was reasonably able to provide advance notice to Canada regarding the use of the new Product in connection with the Work;
 - c) evidence from the Contractor of how much it paid for the Product, together with any amount that the Contractor has pre-paid or committed to pay with respect to maintenance and support of that Product;
 - d) the normal useful life of the Product;
 - e) any "end of life" or other announcements from the manufacturer of the Product indicating that the Product is or will no longer be supported;
 - f) the normal useful life of the proposed replacement Product;
 - g) the time remaining in the Contract Period;
 - h) whether or not the existing Product or the replacement Product is or will be used exclusively for Canada or whether the Product is also used to provide services to other customers of the Contractor or its subcontractors;
 - i) whether or not the Product being replaced can be redeployed to other customers;
 - j) any training required for Contractor personnel with respect to the installation, configuration and maintenance of the replacement Products, provided the Contractor can demonstrate that its personnel would not otherwise require that training;
 - k) any developments costs required for the Contractor to integrate the replacement Products into the Service Portal, operations, administration and management systems, if the replacement Products are Products not otherwise deployed anywhere in connection with the Work; and
 - l) the impact of the change on Canada, including the number and type of resources required and the time involved in the migration.
- 6.1.5.2 Additionally, if requested by the Contracting Authority, the Contractor must submit a detailed cost breakdown, once any work to address a security concern identified under this Article has been completed. The cost breakdown must contain an itemized list of all applicable cost elements related to the work required by the Contracting Authority and must be signed and certified as accurate by the Contractor's most



senior financial officer, unless stated otherwise in writing by the Contracting Authority. Canada must consider the supporting information to be sufficiently detailed for each cost element to allow for a complete audit. In no case will any reimbursement of any expenses of the Contractor (or any of its subcontractors) exceed the demonstrated out-of-pocket expenses directly attributable to Canada's requirement to cease deploying or to remove a particular Product or Products.

- 6.1.5.3 Despite the other provisions of this Article, if the Contractor or any of its subcontractors deploys new Products that Canada has already indicated to the Contractor are the subject of security concerns in the context of the Work, Canada may require that the Contractor or any of its subcontractors immediately cease deploying or remove that Product. In such cases, any costs associated with complying with Canada's requirement will be borne by the Contractor and/or subcontractor, as negotiated between them. Canada will not be responsible for any such costs.

6.1.6 General:

- 6.1.6.1 The process described in this Article may apply to a single Product, to a set of Products, or to all Products manufactured or distributed by a particular supplier.
- 6.1.6.2 The process described in this Article also applies to subcontractors. With respect to cost implications, Canada acknowledges that the cost considerations with respect to concerns about subcontractors (as opposed to Products) may be different and may include factors such as the availability of other subcontractors to complete the work.
- 6.1.6.3 Any service levels that are not met due to a transition to a new Product or subcontractor required by Canada pursuant to this Article will not trigger a Service Credit, nor will a failure in this regard be taken into consideration for overall metric calculations, provided that the Contractor implements the necessary changes in accordance with the migration plan approved by Canada or proceeds immediately to implement Canada's requirements if Canada has determined that the threat to national security is both serious and imminent.
- 6.1.6.4 If the Contractor becomes aware that any subcontractor is deploying Products subject to security concerns in relation to the Work, the Contractor must immediately notify both the Contracting Authority and the Technical Authority and the Contractor must enforce the terms of its contract with its subcontractor. The Contractor acknowledges its obligations pursuant to General Conditions 2035, Subsection 8(3).
- 6.1.6.5 Any determination made by Canada will constitute a decision with respect to a specific Product or subcontractor and its proposed use under this Contract, and does not mean that the same Product or subcontractor would necessarily be assessed in the same way if proposed to be used for another purpose or in another context.

6.2 Subcontracting

6.2.1 Despite the General Conditions, none of the Work may be subcontracted (even to an affiliate of the Contractor) unless the Contracting Authority has first consented in writing. In order to seek the Contracting Authority's consent, the Contractor must provide the following information:

- 6.2.1.1 the name of the subcontractor;
- 6.2.1.2 the portion of the Work to be performed by the subcontractor;
- 6.2.1.3 the Designated Organization Screening or the Facility Security Clearance (FSC) level of the subcontractor;
- 6.2.1.4 the date of birth, the full name and the security clearance status of individuals employed by the subcontractor who will require access to Canada's facilities;
- 6.2.1.5 completed sub-SRCL signed by the Contractor's Company Security Officer for CISC completion; and
- 6.2.1.6 any other information required by the Contracting Authority.



6.2.2 For the purposes of this Article, a “subcontractor” does not include a supplier who deals with the Contractor at arm's length whose only role is to provide telecommunications or other equipment or software that will be used by the Contractor to provide services, including if the equipment will be installed in the backbone or infrastructure of the Contractor.

6.3 Change of Control

6.3.1 At any time during the Contract Period, if requested by the Contracting Authority, the Contractor must provide to Canada:

- 6.3.1.1 an organization chart for the Contractor showing all related corporations and partnerships; for the purposes of this Sub-article, a corporation or partnership will be considered related to another entity if:
 - a) they are “related persons” or “affiliated persons” according to the Canada *Income Tax Act*;
 - b) the entities have now or in the two years before the request for the information *had a fiduciary* relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
 - c) 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.*
- 6.3.1.2 a list of all the Contractor’s shareholders; if the Contractor is a subsidiary, this information must be provided for each parent corporation or parent partnership, up to the ultimate owner; with respect to any publicly traded corporation, Canada anticipates that the circumstances in which it would require a complete list of shareholders would be unusual and that any request from Canada for a list of a publicly traded corporation’s shareholders would normally be limited to a list of those shareholders who hold at least 1% of the voting shares;
- 6.3.1.3 a list of all the Contractor’s directors and officers, together with each individual’s home address, date of birth, birthplace and citizenship(s); if the Contractor is a subsidiary, this information must be provided for each parent corporation or parent partnership, up to the ultimate owner; and
- 6.3.1.4 any other information related to ownership and control that may be requested by Canada.

If requested by the Contracting Authority, the Contractor must provide this information regarding its subcontractors as well. However, if a subcontractor considers this information to be confidential, the Contractor may meet its obligation by having the subcontractor submit the information directly to the Contracting Authority. Regardless of whether the information is submitted by the Contractor or a subcontractor, Canada agrees to handle this information in accordance with Subsection 22(3) of General Conditions 2035 (General Conditions – Higher Complexity – Services), provided the information has been marked as either confidential or proprietary.

6.3.2 The Contractor must notify the Contracting Authority in writing of:

- 6.3.2.1 any change of control in the Contractor itself;
- 6.3.2.2 any change of control in any parent corporation or parent partnership of the Contractor, up to the ultimate owner; and
- 6.3.2.3 any change of control in any subcontractor performing any part of the Work (including any change of control in any parent corporation or parent partnership of the subcontractor, up to the ultimate owner).

The Contractor must provide this notice by no later than 10 FGWDs after any change of control takes place (or, in the case of a subcontractor, within 15 FGWDs after any change of control takes place). Where possible, Canada requests that the Contractor provide advance notice of any proposed change of control transaction.



- 6.3.3** In this Article, a “change of control” includes but is not limited to a direct or indirect change in the effective control of the corporation or partnership, whether resulting from a sale, encumbrance, or other disposition of the shares (or any form of partnership units) by any other means. In the case of a joint venture Contractor or subcontractor, this applies to a change of control of any of the joint venture’s corporate or partnership members. In the case of a Contractor or subcontractor that is a partnership or limited partnership, this requirement also applies to any corporation or limited partnership that is a partner.
- 6.3.4** If Canada determines in its sole discretion that a change of control affecting the Contractor (either in the Contractor itself or any of its parents, up to the ultimate owner) may be injurious to national security, Canada may terminate the Contract on a “no-fault” basis by providing notice to the Contractor within 90 days of receiving the notice from the Contractor regarding the change of control. Canada will not be required to provide its reasons for terminating the Contract in relation to the change of control, if Canada determines in its discretion that the disclosure of those reasons could itself be injurious to national security.
- 6.3.5** If Canada determines in its sole discretion that a change of control affecting a subcontractor (either in the subcontractor itself or any of its parents, up to the ultimate owner) may be injurious to national security, Canada will notify the Contractor in writing of its determination. Canada will not be required to provide the reasons for its determination, if Canada determines in its discretion that the disclosure of those reasons could itself be injurious to national security. The Contractor must, within 90 days of receiving Canada’s determination, arrange for another subcontractor, acceptable to Canada, to perform the portion of the Work being performed by the existing subcontractor (or the Contractor must perform this portion of the Work itself). If the Contractor fails to do so within this time period, Canada will be entitled to terminate the Contract on a “no-fault” basis by providing notice to the Contractor within 180 days of receiving the original notice from the Contractor regarding the change of control.
- 6.3.6** In this Article, termination on a “no-fault” basis means that neither party will be liable to the other in connection with the change of control or the resulting termination, and Canada will only be responsible for paying for those services received up to the effective date of the termination.
- 6.3.7** Despite the foregoing, Canada’s right to terminate on a “no-fault” basis will not apply to circumstances in which there is an internal reorganization that does not affect the ownership of the ultimate parent corporation or parent partnership of the Contractor or subcontractor, as the case may be; that is, Canada does not have a right to terminate the Contract pursuant to this Article where the Contractor or subcontractor continues, at all times, to be controlled, directly or indirectly, by the same ultimate owner. However, in any such case, the notice requirements of this Article still apply.

6.4 Limitation of Liability - Information Management/Information Technology

1. 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 section, even if it has been made aware of the potential for those damages.
2. First Party Liability:
 - a) 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:



- b) If Canada is required, as a result of joint and several liability, 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 paragraph (a), 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.
- c) The Parties are only liable to one another for damages to third parties to the extent described in this paragraph.

6.5 Security Requirement For Canadian Supplier:

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer, hold a valid Facility Security Clearance at the level of **SECRET, with approved Document Safeguarding and Production Capabilities at the level of PROTECTED B**, issued by the Canadian Industrial Security Directorate (CISD), Public Services and Procurement Canada (PSPC).
2. The Contractor/Offeror personnel requiring access to **PROTECTED** information, assets or sensitive work site(s) must **EACH** hold a valid personnel security screening at the level of **SECRET or RELIABILITY STATUS**, as required, granted or approved by the CISD/PSPC.
Until the security screening of the Contractor/Offeror personnel required by this Contract/Standing Offer has been completed satisfactorily by the Canadian Industrial Security Directorate, the Contractor/Offeror personnel **MAY NOT HAVE ACCESS** to **PROTECTED** information or assets, and **MAY NOT ENTER** sites where such information or assets are kept, without an escort.
3. The Contractor **MUST NOT** utilize its Information Technology systems to electronically process, produce or store any sensitive **PROTECTED** information until **CISD/PSPC** has issued written approval. After approval has been granted, these tasks may be performed at the level **PROTECTED B** including an IT Link at the level of **PROTECTED B**.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PSPC.
5. The Contractor/Offeror must comply with the provisions of the:
 - a) Security Requirements Check List and security guide (if applicable), attached at Annex D;
 - b) Industrial Security Manual (Latest Edition).



ANNEX F

Questions and Answers from Solicitation 10047402/A

Note to Respondents: Annex F is provided as an attachment in a separate PDF document.



Service | Innovation | Value

**Shared Services Canada
Workplace Technology Devices Initiative
Printing Products ITQ**

Annex B- Overview of the Requirement

For Information Only

UNCLASSIFIED



Shared Services
Canada

Services partagés
Canada

Canada 

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1 BACKGROUND

- (1) The Government of Canada (GC) launched the Workplace Technology Devices (WTD) initiative in April 2013, under the leadership of Shared Services Canada (SSC). Through this initiative, SSC is mandated to consolidate, standardize and transform the procurement of workplace technology devices and related software for over 90 in-scope federal organizations. In so doing, SSC is improving service delivery and end-user productivity, strengthening the government's security posture, and reducing costs and generating value for the Crown.
- (2) SSC has launched a number of procurement consolidation initiatives to support these efforts, including for WTD Printing Products. This latter initiative is currently proceeding with the Invitation to Qualify (ITQ) phase of the Collaborative Procurement Solutions process, following the successful conclusion of the industry engagement phase (September 2015 to March 2016). Through this process, SSC is moving forward with its efforts to consolidate and modernize the procurement and provisioning of WTD Printing Products for SSC and its clients.

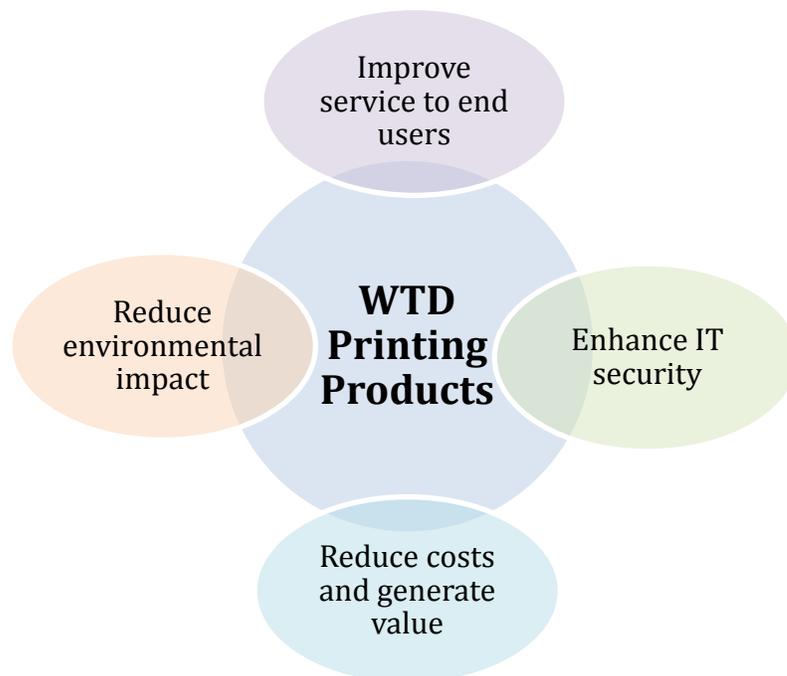
2 INTRODUCTION

- (1) The following Overview of the Requirement is provided FOR INFORMATION ONLY.
- (2) It is intended to provide potential Respondents with a better understanding of SSC's targeted high-level objectives for the WTD Printing Products service, as well as:
 - a) The end-state vision;
 - b) The desired outcomes;
 - c) The service strategy;
 - d) The high-level business requirements;
 - e) The scope of the service;
 - f) The expected performance; and,
 - g) The current state.
- (3) Collectively, this information is intended to support potential Respondents in making an informed decision about whether to participate in the ITQ.
- (4) Potential Respondents should note that the information presented in this document is subject to change during the Review and Refine Requirements (RRR) phase.

3 END-STATE VISION

- (1) SSC aims to achieve a secure, standard print environment for the GC that incorporates the latest technologies, while improving the end-user experience and productivity, delivering cost efficiencies, and reducing environmental impact.
- (2) Once this vision is realized, the end state would exhibit the following characteristics:
 - a) An optimized print environment where end users have access to the right printer with the right features in the right place at the right time, balancing cost versus convenience;
 - b) A flexible, simple and secure service;
 - c) A consistent and high quality service, where delivery is driven by service levels and key performance indicators;
 - d) A continuous service improvement program with ongoing reductions in print volumes by introducing print analytics, technology such as pull printing, and re-engineered business processes; and,
 - e) Immediate benefits realization.

Figure 1 - End State Vision



3.1 Key Attributes of the Proposed End State

- (1) Based on lessons learned through research and engagement activities, SSC has developed a set of key attributes that further define what service standardization and service modernization mean in the context of WTD Printing Products. These attributes will drive the design, implementation and operation of the end state.

3.1.1 Service Standardization

- (1) A security-by-design approach where security requirements and IT security vulnerability reductions are foundational elements of the service design.
- (2) A privacy-by-design approach that requires the integration of privacy requirements into any solution that stores personal information from the outset.
- (3) A unified GC IT security policy to strengthen the GC's IT security posture and improve service delivery.
- (4) Standard device specifications aligned with current and future needs that enable easy integration with SSC and its clients.
- (5) Design principles that align WTD Printing Product services with end-user needs and work styles to ensure that end users have the devices and tools they need to complete their functions, while also managing growth, reducing current diversity of choice, and reducing costs.
- (6) A simple, business-driven exceptions process to meet the unique needs of specific end users.
- (7) Asset refresh cycles for all WTD Printing Product devices to stay technologically current.
- (8) A set of tools for device management that supports line-of-sight over the fleet, and provides the capability for statistics collection, proactive remediation and centralized administration.
- (9) Standardized service delivery model across the GC and accommodation for any region-specific requirements and constraints.

3.1.2 Service Modernization

- (1) Centralized, simplified and enhanced policy enforcement, monitoring and health assessment, audit and incident management.
- (2) Efficient and responsive delivery on end-user service requests, supported by effective processes and tools that focus on facilitating increased end-user productivity while lowering service delivery costs.
- (3) Increased access to "self-service" request and help functionality by leveraging portal type solutions supported with a knowledge base system.
- (4) A department or agency-centric approach to service and relationship management, in which the department or agency Service Desk remains the single point of contact for end users.
- (5) A managed print environment, where the service provider manages the supply, maintenance and support of Print Devices, the provisioning of consumables¹, and device disposal, and where organizations are charged on a per-use model.
- (6) End-users access to secure, universal printing with intelligent routing to the operational printer where they claim their print job.²
- (7) Continuous improvement, innovation and transformation driven by incentives, processes and other mechanisms.

¹ This excludes paper.

² Commonly referred to as "Follow-Me Printing" or "Pull Printing", this allows end users to retrieve their print job at any networked device by using a secure login, personal identification number, or Smartcard access.

4 BUSINESS OUTCOMES AND OBJECTIVES

- (1) To achieve the outcomes presented in Table 1, SSC will consolidate the procurement and provisioning of WTD Printing Products, standardize the associated technology, and offer a modernized managed print service and environment. Each of these outcomes is linked to a set of business objectives with an associated performance target that is measured at a set frequency for comparison against the target value. The measured value should be within the tolerance level of the target value, which represents the allowable deviation from the target value for the objective to still be deemed achieved.
- (2) Achievement of these outcomes will support SSC in achieving its departmental strategic outcome of delivering “modern, reliable, secure and cost-effective IT infrastructure services to support government priorities and program delivery.”
- (3) The proposed performance objectives will be reviewed and refined as part of the RRR phase to identify target values and specify the tolerance/Acceptable Quality Level(AQL). They may then become the key performance indicators for the end-state service.

Table 1 - Business Outcomes

Desired Outcome	Performance			
	Objective	Measurement Frequency	Target Value	Tolerance/AQL
Improve service delivery and enhance end-user productivity ³ by increasing the consistency of the end-user experience, providing devices and tools that are better aligned with end-user needs and job functions, and supporting the modernization of the public service, including enabling Blueprint 2020 and Workplace 2.0	Minimize incidents (i.e. number of incidents)	Monthly	TBD	TBD
	Maximize availability (i.e. amount of uptime)	Monthly	TBD	TBD
	Maximize customer satisfaction (i.e. user satisfaction score)	Annually	TBD	TBD

³ This includes through reduced downtime due to problems with devices, and reduced time to resolution for device issues.

Desired Outcome	Performance			
	Objective	Measurement Frequency	Target Value	Tolerance/AQL
Strengthen IT security and reduce cyber vulnerabilities by standardizing the technology, being patch and version current ⁴ , and protecting the supply chain against untrusted equipment	All device makes and models must undergo supply chain integrity verification before implementation	Annually	TBD	TBD
Reduce costs and generate savings by procuring WTD Printing Products in a consolidated manner, standardizing the technology, and modernizing WTD Printing Products Support Services	Minimize ongoing service costs (i.e. total spending)	Annually	TBD	TBD
	Minimize cost-per-page (i.e. spending divided by pages printed)	Annually	TBD	TBD
Reduce environmental impact (Greening Government and E-waste Disposal Reduction)	Maximize employee-to-device ratio (i.e. number of employees divided by number of devices)	Annually	TBD	TBD
	Minimize energy consumption (i.e. energy consumption of removed devices vs energy consumption of installed devices)	Annually	TBD	TBD
	Reduce annual pages printed by employee (i.e. number of pages printed divided number of employees)	Annually	TBD	TBD

⁴ To be patch and version current means that the software on the device is up-to-date, ensuring greater stability and lowering security risks.

5 WTD PRINTING PRODUCTS STRATEGY

5.1 The State of Printing in the GC

- (1) The current print environment is highly variable across government departments and agencies, and is characterized at the enterprise level by:
 - a) Substantial device diversity and a large technology footprint.
 - b) Lack of visibility over the print environment, including:
 - i) Print device inventory;
 - ii) Print device utilization;
 - iii) Print devices that are end-of-lease or end-of-life; and,
 - iv) Current printing-related spending.
 - c) Service level variability.
 - d) Misaligned and variable lease expiration dates in any given Service Delivery Point.
- (2) At present, the print environment in the GC is managed at the department or agency level using one or a combination of these three (3) service delivery models:
 - a) Department or agency-managed print service where the department or agency procures devices and software, and assumes responsibility for managing and optimizing their print environment, a function that is typically distributed across the entire department or agency;
 - b) Managed print service where the department or agency has a contract with a managed print service provider to manage the print environment at all or some of their Service Delivery Points according to a base charge plus cost-per-impression pricing model, but the department or agency retains responsibility for optimizing the print environment; and
 - c) Managed print service utility model where the department or agency has a contract with a managed print service provider to manage and optimize their print environment in an all-inclusive utility pricing model (i.e. cost-per-impression).
- (3) Accountability for the print environment may be centralized in the CIO organization, or assigned to either the departmental accommodations unit or individual business units.

5.2 Service Delivery Options

- (1) Acknowledging the complexity of the current environment and the challenges in achieving the end-state vision, SSC's service strategy proposes offering a choice of the following three service delivery options to support departments and agencies in moving towards the end-state vision:
 - a) **Catalogue for Print Devices, Media and Software:** SSC will provide the option to individually purchase products for those organizations that meet one of the following criteria:
 - Departments and agencies with operational requirements to continue procuring print devices where they retain responsibility for managing the device;
 - Organizations that are not ready to transform their print environment; and/or,
 - Organizations with requests classified as exceptions.
 - b) **Managed Print Services (MPS):** Considered the default option, this option allows organizations to subscribe to an MPS with a base plus cost-per-impression pricing model. In this model, organizations transfer management responsibilities for the print environment to a managed service provider, and start to gain visibility over their print fleet, including collecting the current state data that will enable a smoother transition to an MPS – Utility Model with all-inclusive utility pricing.
 - c) **Managed Print Services (MPS) – Utility Model:** This option allows organizations with current state data to subscribe to an MPS with an all-inclusive utility pricing model. This

- option transfers responsibility for both maintaining and optimizing the print environment to a managed service provider, thereby facilitating the transition to the end-state vision.
- (2) SSC has not yet finalized the strategy for managing existing print devices. This will be a topic for discussion during the RRR phase. SSC's current thinking is that there would be a different approach for existing owned and leased devices as follows:
 - a) For existing leased devices already supported by a managed service, the current support organization would continue to manage the devices until the end of the contract;
 - b) For GC-owned devices, new service provider would assume responsibility for ongoing management.
 - (3) SSC and its clients will choose the option that best suits their needs at the most appropriate time.
 - (4) The GC acknowledges that one size does not fit all. Therefore, the service will have to support some level of flexibility to satisfy the diverse requirements of SSC and its clients.

5.3 Key Challenges

- (1) The service will face a number of key challenges, both during implementation and in steady state, including:
 - a) The need to transform the print environment in parallel with other SSC-led transformation initiatives (e.g., telecommunications, data centers);
 - b) Support for remote locations;
 - c) Reducing device counts and diversity;
 - d) Reducing print volumes;
 - e) Changing the culture to support rationalization of the print environment;
 - f) Meeting the needs of departments and agencies with varying operational and security considerations; and,
 - g) Addressing department or agency requirements with a limited set of standardized service levels.

6 CONTRACTING OBJECTIVES

- (1) By adopting the Collaborative Procurement Solutions (CPS) approach, SSC aims to establish enterprise procurement vehicles with service providers that have demonstrated experience and capabilities in managing print services in a collaborative and customer-focused manner. SSC would expect a service provider to:
 - a) Consistently take steps to understand SSC's and its clients' critical business issues, and to explore opportunities for resolution through print technology.
 - b) Jointly share the risks and responsibilities of new initiatives and mandates.
 - c) Ensure its products and services deliver tangible and meaningful business benefits.
 - d) Both reduce the complexities and resolve the difficulties that are characteristic of implementing, integrating, maintaining, and securing IT infrastructure systems and solutions.
 - e) Periodically measure and forecast capacity and growth, in order to be in sync with SSC's and its clients' requirements and constraints.
 - f) Work in a collaborative fashion with other service providers, SSC and its clients to enable a seamless service.

7 HIGH-LEVEL REQUIREMENTS

- (1) This section presents the high-level service requirements. As a managed print service, the service type is well defined; however, but these requirements define the specific type of managed service that the GC requires. They represent key drivers from planning to design, as well as in the implementation and steady-state operation of the service.

7.1 Business Requirements

- (1) Deliver the right print device in the right place with the right features at the right time;
- (2) Protect the GC against cyber and supply chain threats;
- (3) Enable a “turn-key” service that leverages extensive industry experience and can be readily deployed;
- (4) Have no negative impact on service delivery to Canadians;
- (5) Ensure flexible contract arrangements to enable the GC to achieve the best value for money and reduce costs;
- (6) Minimize ongoing costs to the GC for contract and vendor management;
- (7) Minimize the time to benefits realization, while ensuring business continuity;
- (8) Enable service continuity during transition;
- (9) Promote continuous improvement and innovation;
- (10) Comply with relevant legal requirements, policies and standards.
- (11) Ensure delivery of bilingual (French and English) service desks, training, documentation (e.g. user guide, technical support) and all end-user interfaces.

7.2 IT Security Risk Management

- (1) In today’s dynamic threat environment, IT security can no longer be an afterthought; it must be a vital component of any major project. Therefore, security is one of the cornerstones for the MPS.
- (2) The Communications Security Establishment (CSE) developed the Information Technology Security Guidance-33⁵ (ITSG-33) as a lifecycle approach to IT Risk Management. This guidance is designed to support government organizations in ensuring that security is considered at the outset in their IT implementations, and that their systems and organizations undergo continuous improvement to evolve with environmental threats.
- (3) ITSG-33 also contains a catalogue of Security Controls divided across three classes of control families: Technical, Operational, and Management. These three classes represent a holistic collection of standardized security requirements that cover all aspects of systems and organizations.
- (4) SSC will contextualize and select required security controls as part of its planning phase in order to establish baseline security requirements that properly address evaluated threats and vulnerabilities, and reduce security risks for SSC and its clients. The security controls will be discussed further during the RRR Phase.

7.3 Information Technology Service Management Integration

- (1) The service provider’s service management processes and toolsets must integrate with SSC’s and its clients’ Information Technology Service Management (ITSM) processes and tools. It bears noting that the level of integration is expected to vary depending on the service delivery option and department or agency requirements. This will be discussed further during the RRR Phase.

⁵ <https://www.cse-cst.gc.ca/en/publication/itsg-33>

7.4 Future State Design Guidelines

- (1) The future state design guidelines and assumptions are to be considered and/or applied by the service provider during the assessment and optimization phase, as well as throughout ongoing service delivery. These design guidelines will be shared and discussed during the RRR phase.
- (2) The overarching future state design guideline is to satisfy the business needs of the Service Delivery Point with the minimum number of devices, the minimum environmental impact and the lowest total cost of ownership.
- (3) In that spirit, the proposed optimized design must:
 - a) Maximize the end-user-to-device ratio;
 - b) Maximize print device utilization and end-user productivity;
 - c) Satisfy such business needs as:
 - i) Print device functions (print, copy, scan, fax);
 - ii) Finishing features (staples, sort, etc.);
 - iii) Standard business paper formats;
 - iv) Business continuity requirements (availability of critical device function);
 - v) Print volumes;
 - vi) Special purpose use (training, conference, public, etc.); and,
 - vii) Accessibility requirements;
 - d) Limit end-user walking distance to a print device to a 30m radius;
 - e) Avoid installing a device in a location that would cause inconvenience to nearby end-users (noise, dust, etc.);
 - f) Take into consideration:
 - i) An area's physical security;
 - ii) Physical site constraints (size, divisions, zones); and,
 - iii) Applicable policies, guidelines, standards and legislation.

8 SCOPE

- (1) This section presents the scope of the WTD Printing Products service from multiple perspectives, including print device product and type, organizational service recipient and location, and stakeholder responsibilities.

8.1 WTD Printing Products

- (1) The product scope for WTD Printing Products includes:
 - a) Printers and scanners capable of connecting directly to a computing device or the network and capable of handling standard-sized (8.5x11, 8.5x14, 11x17) office paper;
 - b) Network or directly attachable printing devices and multi-function devices (MFD) that combine printing, scanning and photocopying and capable of handling standard-sized (8.5x11, 8.5x14, 11x17) office paper;
 - c) Consumables and maintenance kit; and,
 - d) Print management software licences.
- (2) The service scope for WTD Printing Products includes:
 - a) Warranty services;
 - b) Maintenance and support;
 - c) Existing equipment⁶ maintenance and support as required; and
 - d) Managed print services.
- (3) For clarity, the WTD Printing Products scope explicitly excludes:
 - a) The provisioning of paper;
 - b) Standalone fax machines and non-network-capable photocopiers; and,
 - c) Devices used for large volume or bulk printing or copying and that do not provide end-user/group desktop productivity, such as large volume copiers and mass printing equipment.

8.2 Organizational

- (1) The scope of the WTD Printing Products includes over 90 in-scope organizations as listed in Schedule I, I.1 and II of the *Financial Administration Act*. This excludes Agents of Parliament, Crown Corporations and entities housed within Parliament, such as the Library of Parliament, which may elect to receive such services from SSC on an optional basis.
- (2) SSC may also provide services on an optional basis to:
 - a) Any other person or other organization for whom a federal minister is accountable to Parliament; and,
 - b) A government of a province or municipality in Canada, a Canadian aid agency, a public health organization, an intergovernmental organization or a foreign government, so long as there are no additional costs incurred by or additional resources allocated by SSC.

8.3 Geographical

- (1) The geographic scope for the purposes of this ITQ is restricted to the geographic boundaries of Canada, and excludes missions abroad. The implication is that the service provider is not expected to deliver or service print devices outside Canada. However, SSC and its clients may ship devices procured through the Printing Product service abroad. If so, Managed Print Services and Print Services will not be available for those print devices.

⁶ This includes network or directly attachable printers, scanners.

8.4 Work Allocation

- (1) This section presents a draft Responsible Accountable Support Consulted Informed (RASCI) matrix with the goal of identifying the key work items that comprise the scope of a managed print service offering and assigned corresponding responsibilities to the stakeholders.
- (2) The RASCI matrix in Table 2 should allow Respondents to better understand the scope of work, as well as the potential interactions with other stakeholders. A description of the responsibility symbols is available in Table 3 – Legend for the RASCI Matrix.
- (3) The work allocation will be discussed and refined during the RRR Phase.

Table 2- RASCI Matrix for Managed Print Services

Stakeholder Work	Service Provider	Department & Agency	SSC
Service Creation:	Responsibility		
(1) Develop WTD Service Strategy and Architecture		C	RA
(2) Collect WTD Service, Security and Privacy Requirements		C	RA
(3) Define standard Service Catalogue for WTD Printing Products		C	RA
(4) Establish WTD Contract for WTD Printing Products		C	RA
(5) Supply Chain Integrity Check	S		RA
(6) Design and Build WTD Services (Operational Readiness) for the enterprise	R		AC
(7) Design and Build Pull Print Solution (enable authenticated users to release their print job at the printer)	TBD ⁷	TBD	TBD
(8) Design and Build Print Policy Solution (privilege management, b/w vs colour, most economical printer, authorized printer, authorized function (i.e. scan, fax, copy, print) etc.)	TBD	TBD	TBD
(9) Design and Build Print Spooling Solution (enable users to send print jobs to printers)	TBD	TBD	TBD
(10) Design and Build Print Management Solution (metrics, performance reporting, media supply monitoring)	R		AS
(11) Design and Build Service Delivery Portal Solution (log tickets, submit service requests, retrieve reports)	TBD	TBD	TBD
(12) Perform GC Security Assessment and Authorization	S		AR

⁷ Those work items with a TBD responsibility means that the responsibilities for the work item are not decided yet. Responsibilities will be further discussed and assigned during the RRR phase.

Stakeholder Work	Service Provider	Department & Agency	SSC
(13) Accept WTD Services on behalf of GC	S		AR
Service Infrastructure Management:	Responsibility		
(14) Provide all SW required to build, implement, manage and operate Pull Print Solution	TBD	TBD	TBD
(15) Provide all HW required to build, implement, manage and operate Pull Print Solution	TBD	TBD	TBD
(16) Host Pull Print Solution	TBD	TBD	TBD
(17) Provide all SW required to build, implement, manage and operate Print Policy Solution	TBD	TBD	TBD
(18) Provide all HW required to build, implement, manage and operate Print Policy Solution	TBD	TBD	TBD
(19) Host Print Policy Solution	TBD	TBD	TBD
(20) Provide all SW required to build, implement, manage and operate Print Spooling Solution	TBD	TBD	TBD
(21) Provide all HW required to build, implement, manage and operate Print Spooling Solution	TBD	TBD	TBD
(22) Host Print Spooling Solution	TBD	TBD	TBD
(23) Provide all SW required to build, implement, manage and operate Print Management Solution	RA		
(24) Provide all HW required to build, implement, manage and operate Print Management Solution	TBD	TBD	TBD
(25) Host Print Management Solution	TBD	TBD	TBD
(26) Provide all SW required to build, implement, manage and operate Service Delivery Portal Solution	TBD	TBD	TBD
(27) Provide all HW required to build, implement, manage and operate Service Delivery Portal Solution	TBD	TBD	TBD
(28) Host Service Delivery Portal Solution	TBD	TBD	TBD
(29) Provide print drivers for provided Print Devices	RA	I	
(30) Provide all HW required to accept phone calls and manage incident	RA		
(31) Provide all SW required to accept phone calls and manage incident	RA		
(32) Provide 1-800 number to contact service provider	RA	I	I

Stakeholder Work	Service Provider	Department & Agency	SSC
Departmental Service Transition:	Responsibility		
(33) Develop transition tools and templates (comms, project plans, training, etc.)	R	AC	S
(34) Assess Departmental Preparedness	RA	C	
(35) Plan, Schedule and Manage Transition	R	AC	I
(36) Perform Transition Oversight	S	RA	I
(37) Prepare for transition (standardization, application remediation, take inventory)	S	RA	
(38) Execute Management of Change and Communications	S	RA	
(39) Execute Departmental Transition activities	S	RA	
(40) Transition Departments and Agencies to WTD Services	RA	S	
(41) Perform site assessment	RA	C	
(42) Prepare optimized site design	R	AC	
(43) Approve design principle exceptions	S	RA	I
(44) Perform departmental TRA and SA&A Evaluations for service adoption		RA	C
Order Management:	Responsibility		
(45) Create Service Orders and submit them to D-A based on Service Request approved by Department - Agency (D-A)	RA	I	
(46) Approve Service Orders	I	RA	I
(47) Acknowledge Service Orders	RA	I	
(48) Confirm Service Request fulfilment.	RA	I	
Configuration / Pre-deployment:	Responsibility		
(49) Coordinate and schedule Printer deployments	RA	C	
(50) Coordinate and schedule configuration of infrastructure queue, pull print, policies	TBD	TBD	TBD
(51) Affix the Service Provider asset tag	RA		
(52) Document configuration specifications (e.g. B/W defaults; duplex, etc.)	RA	C	

Stakeholder Work	Service Provider	Department & Agency	SSC
(53) Deliver print devices and associated components to the D-A site location	RA		
Install and Implement:	Responsibility		
(54) Unpack and physically install print device	RA		
(55) Configure device as per specifications	RA		
(56) Complete QA check list	RA		
(57) Perform Quality Assurance ("QA") tests	RA	I	
(58) Remove empty boxes from site and recycle, clean site	RA		
(59) Perform installation acceptance	S	RA	
(60) Obtain target end-user sign-off on activities performed and recovered devices	RA	S	
Asset Management:	Responsibility		
(61) Track Print devices under management	RA	I	I
(62) Track Software Assets used for the delivery of services and/or used to interact with print devices	RA	I	I
(63) Perform License Management and Compliance	RA		
(64) Perform Move/Add/Change/Dispose (MACD) requests	RA	S	
(65) Track associated configuration items	RA		
(66) Reconcile configuration items with physical inventory	RA	C	
Disposal Management:	Responsibility		
(67) Define and maintain disposal criteria	R	AC	
(68) Identify items to be disposed based on predefined criteria	RA	C	
(69) Submit Disposal requests	RA	I	
(70) Approve Disposal requests	I	RA	
(71) Perform cleansing activities on the items approved to be disposed based on pre-defined security criteria.	RA		
(72) Extract and provide persistent data media to D-A	RA	S	

Stakeholder Work	Service Provider	Department & Agency	SSC
(73) Remove disposed device from D-A site location and recycle	RA	I	
(74) Provide periodic reports on disposed devices	RA	I	
(75) Perform media sanitization acceptance	S	RA	
(76) Obtain target end-user sign-off on activities performed for disposed devices	RA	S	
Request Coordination and Execution:	Responsibility		
(77) Submit and approve Service Requests		RA	
(78) Acknowledge service requests submitted and approved	RA	I	
(79) Notify D-A of target date of request completion	RA	I	
(80) Coordinate and monitor execution of Service Requests	RA		
(81) Engage D-A to resolve site readiness issues	RA	S	
(82) Execute Service Requests	RA		
(83) Coordinate communications between support execution teams and D-A	RA	C	
(84) Close service request	RA	I	
(85) Monitor performance of the delivery of service requests	RA	I	I
Security:	Responsibility		
(86) Plan, schedule and coordinate changes to the provider Print infrastructure security components.	C	C	RA
(87) Ensure adherence to established security standards.	RA	I	I
(88) Respond to GC inquiries related to print security components.	RA	I	I
(89) Respond to print security alerts.	RA	C	C
(90) Monitor and immediately report security incidents to D-A and SSC in accordance with established D-A and SSC security policies.	RA	C	C
(91) Provide technical support as needed to respond to security incidents.	RA	C	C
Remediation:	Responsibility		

Stakeholder Work	Service Provider	Department & Agency	SSC
(92) Manage Print Incidents for service provider devices	RA		
(93) Manage Print Incidents for GC owned legacy devices	TBD	TBD	TBD
(94) Provide end-user support for print devices		RA	
(95) Provide Second-level support for service provider devices	RA	I	
(96) Provide all human, financial and material resources to receive phone calls from D-A	RA		
(97) Monitor devices and respond to alerts.	RA		
(98) Troubleshoot and provide problem support and repair for Incidents in accordance with the Service Provider established procedures.	RA		
(99) Provide technical support as needed to resolve problems.	RA		
(100) Provide all human, financial and material resources for on-site Remediation services	RA		
(101) Manage and coordinate on-site Remediation services for any failing or broken device.	RA		
(102) Perform on-site Remediation services (break-fix, preventive maintenance).	RA		
(103) Provide device consumables for managed devices.	RA		
(104) Automatically ship consumables to D-A site locations just-in-time.	RA		
(105) Manage and follow-up on on-site Remediation vendor performance.	RA		
(106) Perform periodic on-site break-fix vendors assessments and evaluation	RA	I	I
(107) Initiate and manage corrective actions if the vendor performance is not complying to the negotiated contracts stipulations	I	I	RA
(108) Review results of corrective actions and/or improvement plans to ensure completion and adherence to the Service Level Agreement	S	I	RA
Release Management:	Responsibility		
(109) Plan and schedule new release of training material	RA	C	I
(110) Plan and schedule new release of processes	RA	C	C

Stakeholder Work	Service Provider	Department & Agency	SSC
(111) Plan and schedule new release of technology solution	RA	C	C
(112) Plan and schedule introduction of new print devices	RA	C	C
(113) Obtain D-A approval of the proposed release	S	RA	
(114) Coordinate certification tests with D-A	RA	C	
(115) Perform certification testing	RA	S	
(116) Perform User Acceptance Testing	S	RA	
(117) Obtain D-A's approval on certification tests	RA	S	
(118) Deploy the new certified item in production via the Release Management plan	RA		
(119) Close release	RA	I	
Service Delivery & Client Relationship Management:	Responsibility		
(120) Produce daily, weekly, monthly, quarterly operational performance reports	RA	I	I
(121) Address operational performance issues in a timely manner with the goal of consistently delivering to the Service Level Agreement	RA		I
(122) Perform Client Satisfaction Surveys	RA	S	I
(123) Address satisfaction issues presented through Client Satisfaction Surveys	RA	I	I
(124) Escalate unresolved incidents and service delivery issues.	RA	S	
(125) Manage escalations from D-A.	S	RA	
(126) Review all operational and performance reports and results of corrective actions and/or improvement plans to ensure completion and adherence to the Service Level Agreement	RA	I	I
(127) Actively participate in weekly Service Management meetings to review day-to-day issues related to Print Services	S	RA	
Governance Management:	Responsibility		
(128) Actively participate in semi-annual and ad-hoc meetings as required to oversee ongoing development and evolution of the WTD Printing Products Services	RA	I	I
(129) Actively discuss the implications of technology trends and make recommendations for advancement to the WTD Printing	RA	C	C

Stakeholder Work	Service Provider	Department & Agency	SSC
Products Services and their related technologies			
(130) Perform quarterly review of achievement of KPI targets	S	I	RA
(131) Perform quarterly review of emerging requirements	S	C	RA
(132) Identify end-of-life devices and propose replacement devices in the catalogue	RA	C	C
(133) Identify continuous service improvement opportunities and present service improvements plans	RA	C	C
(134) Review and approve service improvement plans	S	S	RA
(135) Report on progress of service improvement plan implementation	RA	I	I
Financial Management:	Responsibility		
(136) Produce service consumption reports for D-A	RA	I	
(137) Produce and deliver financial reports including monthly invoice, service level credit report, monthly chargeback extract, and monthly inventory/asset report to support D-A's financial processing	RA	I	
(138) Reconcile financial reporting discrepancies	RA	S	
(139) Resolve invoice discrepancies	RA	S	
(140) Forecast service consumption	C	RA	

Table 3 – Legend for the RASCI Matrix

Symbol	Role	Definition ⁸
R	Responsible	Those who do the work to achieve the task. There is at least one role with a participation type of responsible, although others can be delegated to assist in the work required (see also RASCI below for separately identifying those who participate in a supporting role).
A	Accountable	The one ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those responsible. In other words, an accountable must sign off (approve) work that responsible provides. There must be only one accountable specified for each task or deliverable.
S	Support	Resources allocated to responsible. Unlike consulted, who may provide input to the task, support help complete the task.
C	Consulted	Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication.
I	Informed	Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

⁸ Source Wikipedia (https://en.wikipedia.org/wiki/Responsibility_assignment_matrix#RASCI) Support

9 PERFORMANCE STATEMENT

9.1 Key Performance Indicators (KPI)

- (1) Some KPIs are already defined in section 4 Business outcomes and objectives.
- (2) KPIs will be discussed further during the Review and Refine Requirements Phase.

9.2 Service Level Targets

- (1) The nature of the WTD Printing Products service is such that there are 2 classes of services to consider when establishing Service Level Targets. These 2 classes of services are:
 - a) centralized services that are ubiquitous; and
 - b) on-site services that are influenced by the geographical location of the Service Delivery Point.
- (2) To offer options for SSC and its clients to subscribe to different service level plans, at least 2 plans, a standard plan and an enhanced plan, are proposed and additional ones are considered. SSC and its clients would have the option to select a service level plan at the device level to meet their operational requirements.
- (3) Service levels will be discussed further during the Review and Refine Requirements Phase.

9.2.1 Centralized Services

- (1) The Service Level Targets for centralized services are presented in Table 4.

Table 4 - Service Level Targets for Centralized Services

#	SLT	AQL	Plan value	
			Standard	Enhanced
Print Device Availability				
SLT01	Fleet Availability		98%	98%
Service Desk				
SLT06	Service Request Acknowledgement	100%	30 minutes	30 minutes
SLT07	Maximum Time to Answer	95%	20 seconds	20 seconds
SLT08	Maximum Time to Live Agent	95%	2 minutes	2 minutes
SLT09	Maximum Time on Hold	95%	2 minutes	2 minutes
SLT10	Maximum Service Outage Time		3 hours and 36 minutes (equates to approximately 99.50% availability)	3 hours and 36 minutes (equates to approximately 99.50% availability)

#	SLT	AQL	Plan value	
			Standard	Enhanced
Consumable Provisioning				
SLT13	Automatic Provisioning of Consumables	NA	90% of deliveries of consumables are done automatically without a user request	90% of deliveries of consumables are done automatically without a user request
User Satisfaction				
SLT16	Random User Survey	80% or more client satisfaction	5% of closed service or incident requests	5% of closed service or incident requests
SLT17	Annual User Survey	80% client satisfaction	25% of the service users	25% of the service users

9.2.2 On-Site services

- (1) The Service Level Targets for on-site services need to be defined according to some categorization of geographical locations. Table 5 presents geographical zones.

Table 5 - Geographic Zones

Zone	Description
Zone A Major Centres	The Major Centres are defined as the metropolitan areas of Canada where the population of Government of Canada employees is at least 1,000 persons or where the general population is at least 30,000 persons or federal and provincial capitals of Canada and anywhere within 50 km from the closest border of the metropolitan area. A list of cities with over 1,000 GC employees is provided in Table 9 - Cities in Geographical Zone A with population of over 1,000 GC employees based on Statistics Canada's 2011 census of Federal Government Employment. A list of medium and large urban cities/areas (over 30,000 persons) is provided in Table 10 - Medium and large urban cities/areas in Geographical Zone A.
Zone B Areas Outside of the Major Centres	The Areas Outside of the Major Centres is defined as any city, town, village, or equivalent, with a total population of 10,000 persons or more or territorial capitals of Canada in Table 11 - Territorial capitals of Canada in Geographical Zone B and anywhere located within 50 km from the closest border of that city, town, village, or equivalent. Zone B does not include

	any areas already covered by Zone A.
Zone C Remote Locations	Remote locations are defined as anywhere located over 50 km from the closest border of any city, town, village, or equivalent, with a total population of 10,000 persons or more. Zone C does not include any areas already covered by Zones A or B.
Zone D Extreme Remote	Areas not accessible by road from any of the other zones.

(2) The Service Level Targets for on-site services are presented in Table 6.

Table 6 - Service Level Targets for On-site Services

#	SLT	Zone	AQL	Plan	
				Standard	Enhanced
(1) On-site Support					
SLT03	Maximum Time to Respond	A	95 % of the time	8 hours	4 hours
SLT03	Maximum Time to Respond	B	95 % of the time	16 hours	8 hours
SLT03	Maximum Time to Respond	C	95 % of the time	24 hours	24 hours
SLT03	Maximum Time to Respond	D	95 % of the time	TBD	TBD
SLT04	Maximum Time to Resolve	A	95 % of the time	4 hours	2 hours
SLT04	Maximum Time to Resolve	B	95 % of the time	4 hours	4 hours
SLT04	Maximum Time to Resolve	C	95 % of the time	4 hours	4 hours
SLT04	Maximum Time to Resolve	D	95 % of the time	TBD	TBD

			Plan value	
#	SLT	AQL	Standard	Enhanced
Print Device Availability				
SLT02	Temporary device swap	100%	3 FGWDs	2 FGWDs
Consumable Provisioning				
SLT12	Timely receipt of consumable	95%	1 FGWD, when order is placed before 15:00; and 2 FGWDs, when order is placed after 15:00.	1 FGWD, when order is placed before 15:00; and 2 FGWDs, when order is placed after 15:00.
User Satisfaction				
Service Requests				
SLT18	Maximum Time to Fulfil	95%	The Maximum Fulfillment Time Targets as specified in the Service Fulfillment Time Targets table.	The Maximum Fulfillment Time Targets as specified in the Service Fulfillment Time Targets table.
SLT19	Timely Completion		100% of the tasks, projects and deliverables must be completed within specified timelines	100% of the tasks, projects and deliverables must be completed within specified timelines

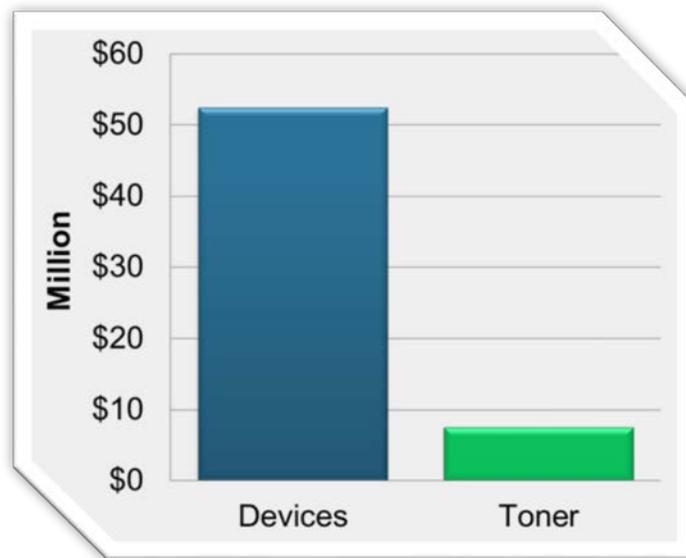
10 CURRENT STATE INFORMATION

- (1) This section depicts the current state of the WTD Printing Products in numbers. A large organization like the GC is constantly changing; therefore, the statistics presented in this section are approximates. The goal is to illustrate the order of magnitude of this initiative.

10.1 Estimated Spending

- (1) The GC spends and estimated \$60M/year on print device hardware and toner. Figure 3 provides a breakdown of estimated spending.

Figure 2- GC Estimated Annual Spending on WTD Printing Products



- (2) Estimates are based on Government of Canada spending by Department (2012–13) for imaging products and toner⁹.
- (3) The estimated spending on toner is very conservative. There is more in GC annual spending on toner via other procurement channels.

⁹ Government of Canada spending by Department (2012–13), Open Government portal:
<http://open.canada.ca/data/en/dataset/c37d7510-c54c-4652-8e6f-79023e44be62>

- (4) Most of the devices are purchased using call-ups and request for volume discounts (RVD) against National Master Standing Offers (NMSO). Table 7 presents a list of the latest NMSO holders¹⁰ awarded from solicitation number EZ107-120003.

Table 7 – Latest National Master Standing Offer Holders

National Master Standing Offer Holder	Contract Number
CANON CANADA INC (MISSISSAUGA)	EZ107-120003/002/VAN
XEROX CANADA LTD	EZ107-120003/012/VAN
TOSHIBA OF CANADA LTD	EZ107-120003/011/VAN
SHARP ELECTRONICS OF CANADA	EZ107-120003/010/VAN
HYPERTEC SYSTEMS INC	EZ107-120003/004/VAN
HEWLETT-PACKARD (CANADA) CO HEWLETT-PACKARD (CANADA) CIE	EZ107-120003/003/VAN
OKI DATA AMERICAS INCORPORATED	EZ107-120003/008/VAN
KONICA MINOLTA BUSINESS SOLUTIONS (CANADA) LTD/SOLUTIONS DAFFAIRES KONICA MINOLTA (CANADA) LTD	EZ107-120003/005/VAN
RICOH CANADA INC	EZ107-120003/009/VAN
BROTHER INTERNATIONAL CORPORATION (CANADA) LTD	EZ107-120003/001/VAN
LEXMARK CANADA INC	EZ107-120003/007/VAN
KYOCERA MITA CANADA, LTD	EZ107-120003/006/VAN

- (5) Some departments and agencies have active Managed Print Services contract in place to manage their printing environment. Table 8 presents the list of the Managed Print Services contracts from buyandsell.gc.ca.

Table 8 – Managed Print Services Contracts

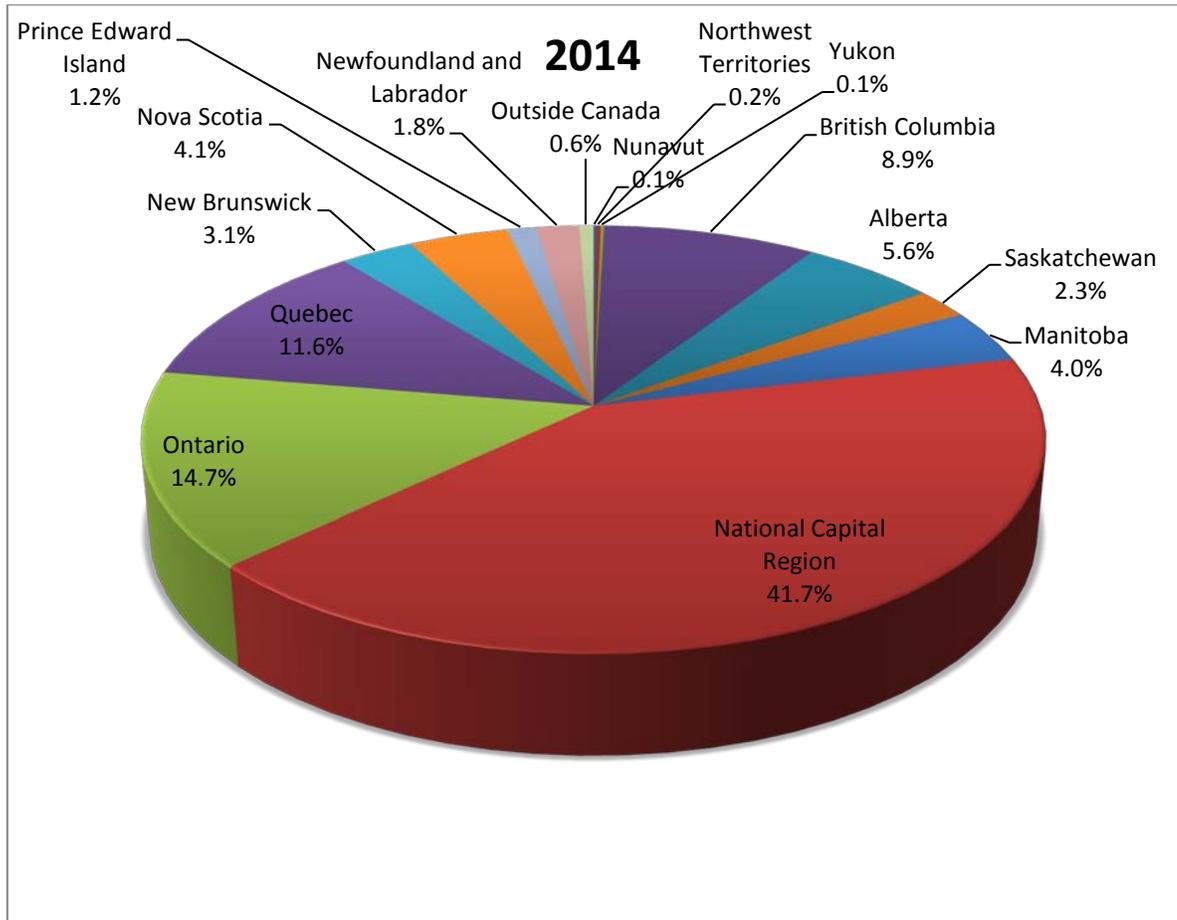
Supplier Name	Contract Number	Expiry
XEROX CANADA LTD	T8086-070037/001/VAN	2016/12/01
XEROX CANADA LTD	U6510-096352/001/VAN	2017/03/24
XEROX CANADA LTD	EZ107-140001/001/VAN	2021/11/16

¹⁰ NMSO Holders, Buyandsell.gc.ca - https://buyandsell.gc.ca/procurement-data/search/site/EZ107-120003?solsort=dds_amendment_date%20desc&f%5B0%5D=ss_publishing_status%3ASDS-SS-005

10.2 User Population

- (1) The user population of the WTD Printing Products service is estimated at 315,455 users¹¹. They are geographically dispersed across Canada. Figure 4 presents a high level distribution of the user population by province and territory based on data from Treasury Board Secretariat¹².

Figure 3 - Population of the Federal Public Service by Geographic Region

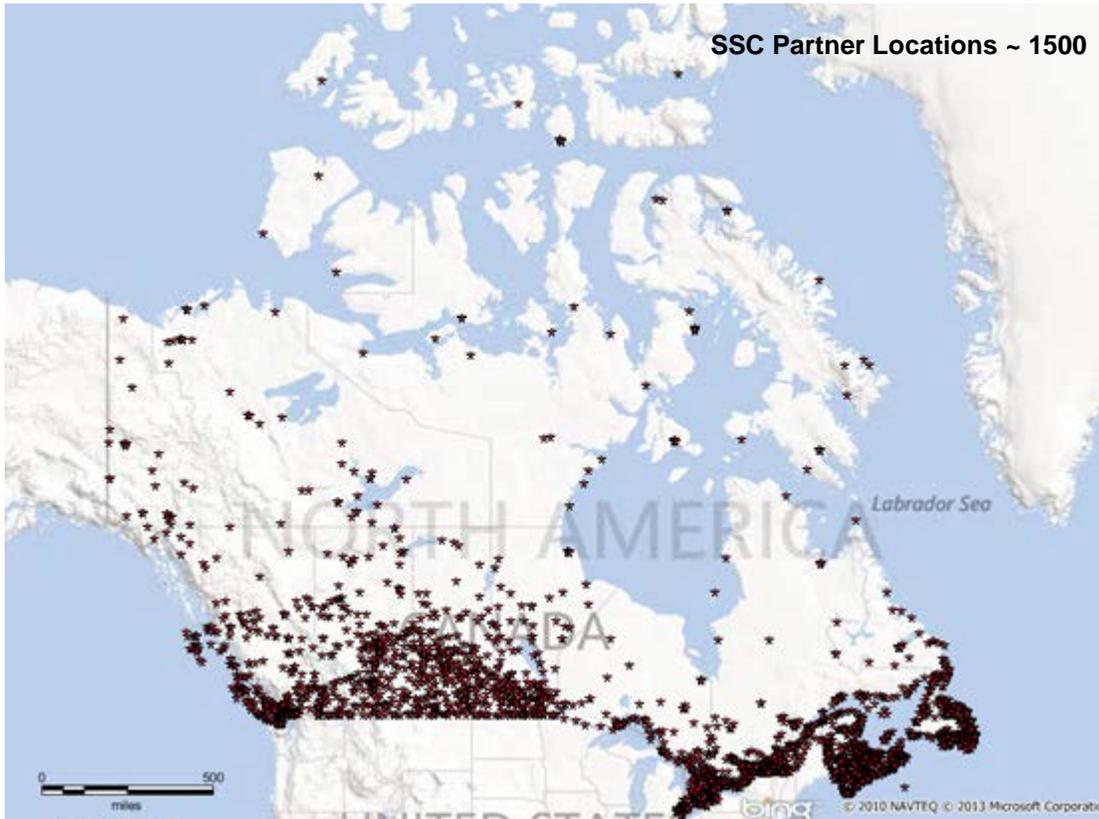


¹¹ Statistics Canada - Federal government employment, wages and salaries, by census metropolitan area (Employment) 2011 <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/govt58a-eng.htm>

¹² Treasury Board Secretariat, Population of the Federal Public Service by Geographic Region, 2014 <http://www.tbs-sct.gc.ca/res/stats/sneg-aneg-eng.asp>

- (2) The GC user population is widely dispersed in approximately 3000 locations across Canada. This may not include information on all SSC and its clients so it is a very conservative estimate.
- (3) Figure 5 presents a geographical distribution of the SSC Partners locations only. However, it still depicts how locations are scattered within Canada. The number of Partner locations is an estimate based on the number of locations that SSC provides telecommunication services to.

Figure 4 - Geographic Dispersion of Service Delivery Points



- (4) Table 9 presents a list of cities based on Statistics Canada's 2011 census of Federal Government Employment.

Table 9 - Cities in Geographical Zone A with population of over 1,000 GC employees

Geographic name	# of GC employees
Ottawa-Gatineau (Ont.-Que.)	135,865
Montréal (Que.)	23,689
Toronto (Ont.)	22,346
Vancouver (B.C.)	17,917
Halifax (N.S.)	17,359
Québec (Que.)	14,240
Edmonton (Alta.)	13,921
Winnipeg (Man.)	11,973
Victoria (B.C.)	10,308
Kingston (Ont.)	6,972
St. John's (N.L.)	5,046
Calgary (Alta.)	4,382

Moncton (N.S.)	3,163
Regina (Sask.)	3,103
Hamilton (Ont.)	3,088
Saguenay (Que.)	2,706
Saskatoon (Sask.)	2,582
London (Ont.)	2,543
Greater Sudbury (Ont.)	2,194
Windsor (Ont.)	1,975
Abbotsford-Mission (B.C.)	1,679
Kitchener-Cambridge-Waterloo (Ont.)	1,228
St. Catharines-Niagara (Ont.)	1,183
Sherbrooke (Que.)	1,178
Saint John (N.B.)	1,024

- (5) Table 10 presents a list of medium and large urban cities/areas in Zone A based on Statistics Canada's 2011 census¹³.

Table 10 - Medium and large urban cities/areas in Geographical Zone A

Geographic name	Size group	Population, 2011
Toronto (Ont.)	Large urban	5,132,794
Montréal (Que.)	Large urban	3,407,963
Vancouver (B.C.)	Large urban	2,135,201
Calgary (Alta.)	Large urban	1,095,404
Edmonton (Alta.)	Large urban	960,015
Ottawa - Gatineau (Ont./Que.)	Large urban	933,596
Québec (Que.)	Large urban	696,946
Winnipeg (Man.)	Large urban	671,551
Hamilton (Ont.)	Large urban	670,580
Kitchener (Ont.)	Large urban	444,681
London (Ont.)	Large urban	366,191
Victoria (B.C.)	Large urban	316,327
St. Catharines - Niagara (Ont.)	Large urban	309,319
Halifax (N.S.)	Large urban	297,943
Oshawa (Ont.)	Large urban	290,937
Windsor (Ont.)	Large urban	276,165
Saskatoon (Sask.)	Large urban	222,035
Regina (Sask.)	Large urban	192,756
Barrie (Ont.)	Large urban	166,634
St. John's (N.L.)	Large urban	165,346

¹³ Statistics Canada Population and Dwelling Count Highlight Tables, 2011 Census - <https://www12.statcan.gc.ca/census-recensement/2011/dp-pd/hltfst/pd-pl/Table-Tableau.cfm?LANG=Eng&T=801&PR=0&RPP=9999&SR=1&S=3&O=D>

Abbotsford (B.C.)	Large urban	149,855
Kelowna (B.C.)	Large urban	141,767
Sherbrooke (Que.)	Large urban	140,628
Trois-Rivières (Que.)	Large urban	126,460
Guelph (Ont.)	Large urban	122,362
Kingston (Ont.)	Large urban	117,787
Moncton (N.B.)	Large urban	107,086
Sudbury (Ont.)	Large urban	106,840
Chicoutimi - Jonquière (Que.)	Large urban	106,666
Thunder Bay (Ont.)	Large urban	102,222
Kanata (Ont.)	Large urban	101,760
Saint John (N.B.)	Medium	95,902
Brantford (Ont.)	Medium	93,650
Red Deer (Alta.)	Medium	90,207
Nanaimo (B.C.)	Medium	88,799
Lethbridge (Alta.)	Medium	83,679
Saint-Jean-sur-Richelieu (Que.)	Medium	83,053
White Rock (B.C.)	Medium	82,368
Peterborough (Ont.)	Medium	80,660
Sarnia (Ont.)	Medium	79,526
Milton (Ont.)	Medium	75,573
Kamloops (B.C.)	Medium	73,472
Châteauguay (Que.)	Medium	70,812
Sault Ste. Marie (Ont.)	Medium	67,646
Chilliwack (B.C.)	Medium	66,382
Drummondville (Que.)	Medium	66,314
Saint-Jérôme (Que.)	Medium	65,825
Medicine Hat (Alta.)	Medium	65,671
Prince George (B.C.)	Medium	65,503
Belleville (Ont.)	Medium	63,985
Fredericton (N.B.)	Medium	61,522
Fort McMurray (Alta.)	Medium	61,374
Granby (Que.)	Medium	60,281
Grande Prairie (Alta.)	Medium	54,913
North Bay (Ont.)	Medium	53,515
Beloeil (Que.)	Medium	50,796
Cornwall (Ont.)	Medium	49,243
Saint-Hyacinthe (Que.)	Medium	48,576
Shawinigan (Que.)	Medium	47,735
Brandon (Man.)	Medium	46,061

Vernon (B.C.)	Medium	44,600
Chatham (Ont.)	Medium	44,074
Bowmanville - Newcastle (Ont.)	Medium	43,555
Joliette (Que.)	Medium	42,883
Charlottetown (P.E.I.)	Medium	42,602
Airdrie (Alta.)	Medium	42,564
Victoriaville (Que.)	Medium	41,701
St. Thomas (Ont.)	Medium	41,688
Courtenay (B.C.)	Medium	40,809
Georgetown (Ont.)	Medium	40,150
Salaberry-de-Valleyfield (Que.)	Medium	39,391
Rimouski (Que.)	Medium	37,664
Woodstock (Ont.)	Medium	37,362
Sorel (Que.)	Medium	36,969
Penticton (B.C.)	Medium	36,902
Prince Albert (Sask.)	Medium	35,552
Campbell River (B.C.)	Medium	34,514
Moose Jaw (Sask.)	Medium	33,617
Cape Breton - Sydney (N.S.)	Medium	31,597
Midland (Ont.)	Medium	31,428
Leamington (Ont.)	Medium	31,254
Stratford (Ont.)	Medium	30,886
Orangeville (Ont.)	Medium	30,729
Timmins (Ont.)	Medium	30,614
Orillia (Ont.)	Medium	30,586

Table 11 - Territorial capitals of Canada in Geographical Zone B

Geographic name	Size group	Population, 2011
Whitehorse (YK)	Capital	27,889
Iqaluit (NU)	Capital	6,181
Yellowknife (NWT)	Capital	18,700

10.3 WTD Printing Products

- (1) SSC conducted surveys with SSC and its clients to gain a better insight on their print environment. This sections presents some of the statistics that were calculated based on the collected information. These statistics are estimates based on extrapolations of the partial data available.
- (2) Table 12 presents the type of devices that are found on the GC print environment and their ownership status (owned vs leased). 97% of the Network Printers are owned by the GC. This is why the management of legacy devices in the context of the WTD Printing Products service is of a very high importance given their size. For MFD, there are a little over 50% of the devices that are leased. These variations demonstrate the complexity of a GC environment.

Table 12- Printing Device Statistics

DEVICES¹⁴					
	Owned	% Owned	Leased	% Leased	TOTAL
Total Number of Network Printers	32,204	97.1%	962	2.9%	33,165
Total Number of MFDs	9,450	45.7%	11,208	54.3%	20,659
Total Number of Local Printers	44,987	99.7%	145	0.3%	45,132
Totals:	86,641	87.6%	12,315	12.4%	98,956
Total Number of Scanners	36,222	99.9%	25	0.1%	36,247
Total Number of Fax Machines	8,273	98.5%	124	1.5%	8,396
Total Number of Fax Photocopiers	186	8.0%	2135	92.0%	2,321
Totals:	44,681	95.1%	2,284	4.9%	46,965
Grand Totals:	131,322	90.0%	14,599	10.0%	145,921

¹⁴ Based on 48.64% of User Data Collected from SSC-led *Current State Assessment* No. 2 (2015-16). The remainder of the data is prorated.

- (3) Table 13 presents the office employee to device ratio. For networked devices the ratio is very close to the target 8:1 established by the Office of Greening Government Operations (OGGO) and inserted in the Federal Sustainable Development Strategy¹⁵. When including local printers, the ratio obviously diminishes. Although there may be optimization opportunities for local printers, there are operational constraints that will always justify their use.

Table 13 – Office Employee to Printing Device Ratio

EMPLOYEE-TO-DEVICE RATIOS	
Network Printers + MFDs	Network + MFDs + Local Printers
7.81	4.25

- (4) Table 14 presents the average impressions per office employee. The averages are estimated based on printing statistics collected by automated tools.

Table 14 - Impressions per Office Employee

IMPRESSIONS¹⁶	
Estimated Average Annual Impressions per Office Employee: B&W	3,914
Estimated Average Annual Impressions per Office Employee: Colour	1,640
Estimated Average Annual Impressions / Office Employee	5,554

¹⁵ Sustainable Development Office, Environment Canada, Federal Sustainable Development Strategy (FSDS) 2010-2013, Target 8.7 - <http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=d39CB7AC-1>

¹⁶ Impressions metrics are based on responses from 29 departments and agencies in the SSC-led *Current State Assessment* No. 2 (2015-16).

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

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine	Shared Services Canada (SSC)	2. Branch or Directorate / Direction générale ou Direction Workplace Technology Devices (WTD) Printing Products
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant
4. Brief Description of Work / Brève description du travail The contract resulting from this procurement process, will provide access to all in-scope organizations to an enterprise end-to-end Managed Print Service (MPS) solution. The services will include the provisioning of printing products and consumables, on site break-fix, user support for print related issues and service requests, fleet monitoring and management, site assessment and optimization, transition planning, reporting on usage and secure disposal of equipment.		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable / À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies) / Préciser le(s) pays:	Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies) / Préciser le(s) pays:	Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies) / Préciser le(s) pays:
7. c) Level of Information / Niveau d'information		
PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>	NATO SECRET / NATO SECRET <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
SECRET / SECRET <input type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET / SECRET <input type="checkbox"/>
TOP SECRET / TRÈS SECRET <input type="checkbox"/>		TOP SECRET / TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
Unclassified





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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

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

Special comments:
Commentaires spéciaux : _____
RCMP (LERC Law enforcement Reliability Check), RRS, RAIC, VISA, VCR and up to Secret screening *****Please see attached table for more detail*****

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?
If Yes, will unscreened personnel be escorted?
Dans l'affirmative, le personnel en question sera-t-il escorté?

No / Non Yes / Oui

No / Non Yes / Oui

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

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?

No / Non Yes / Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?

No / Non Yes / Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?

No / Non Yes / Oui

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

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?

No / Non Yes / Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?

No / Non Yes / Oui

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

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

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

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET	NATO RESTRICTED / NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL / NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET / COSMIC TRÈS SECRET	PROTECTED / PROTÉGÉ			CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET
											A	B	C			
Information / Assets / Renseignements / Biens / Production		X														
IT Media / Support TI		X														
IT Link / Lien électronique		X														

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

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

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

Security Classification Guide

Table 1: PWGSC Clearance Requirements

Role / Function	PWGSC Clearance Level	Canadian Citizen	Details
Any personnel with physical access to SSC WTD Printing Products Procurement Services infrastructure at Contractor Service Delivery Points. Physical segregation requirements are identified in SR-357.	Secret	No	This is for any service personnel including cleaners who has access physical to the SSC WTD Printing Products Procurement equipment at Contractor Service Delivery Points.
Contractor Personnel during high level design phase	Secret	No	
Contractor Personnel during detailed level design phase	Secret	No	
Contractor Key Resources identified in the RFP for evaluation purposes	Secret	No	This will be used for key resource evaluation as part of RFP response.
Contractor Application Integration Support Desk	Secret	No	
Contractor Security Operations Center Personnel	Secret	No	This is the SOC Personnel
Contractor Operations Center Personnel	Secret	No	This is for Contractor personnel with privileged access including second and third level support.
Contractor Service Desk Personnel	Secret	No	End Users will still be calling their current Level 1 Service Desks. Canada Service Desks can then contact Contractor Service Desk.
4th Level OEM Support	n/a	n/a	The Contractor must get Technical Authority approval before providing any WTD Printing Products Procurement Solution data/information to 4th Level OEM Support. This resource type will not have direct physical access to the WTD Printing Products Procurement Solution Services however they can work on issues/problems specific to their expertise level with security cleared Contractor Operators who has access to the data. If 4th Level OEM Support resource is at Contractor Service Delivery Points, they will be escorted by cleared Contractor Operators. For example: Microsoft

			Premier Support.
Equipment & Consumables Delivery Personnel.	n/a	n/a	The Contractor must arrange for escort of un-cleared personnel prior to their arrival to perform any delivery of any supplies under the contract.

Table 2: RRS Clearance Requirements

Note: Resources accessing RCMP RELIABILITY STATUS (RRS) PROTECTED DATA* will require the PWGSC clearance (Table 1), and the RCMP RELIABILITY STATUS (RRS) clearance.

RCMP Reliability Status (RRS) Requirements		
Role or Function Type	Details	RRS Clearance Required
RRS Physical Access	Any contractor or subcontractor personnel with a job function or role that would require them to have access to a physical location where RRS Protected Data physically resides. This includes all Datacentre cages and any other areas where RRS Protected Data (either in electronic or paper format) is stored.	Yes
RRS Logical Access and/or Remote Access	Any contractor or subcontractor personnel with a job function or role that may permit access for them to retrieve, view, manipulate, destroy, transfer or affect the availability of RRS Protected Data.	Yes
RRS Credential Management	Any contractor or subcontractor	Yes

	personnel that controls credential management systems (i.e has granting privileges) for logical and physical access control and intrusion detection mechanisms that safeguard areas where RRS Protected Data (either in electronic or paper format) is physically located.	
--	--	--

*** RCMP RELIABILITY STATUS (RRS) PROTECTED DATA DEFINITION**

Facility Related Clearances	Contractor Data Centers	Security Operations Center	Operation Centers*
Document Safeguarding Capability - Secret	No	Yes	No
Document Safeguarding Capability - Protected B	Yes	Yes	Yes
Production Capability	Yes	Yes	Yes
IT Link	Yes	Yes	Yes
COMSEC	No	Yes	No

* Locations where Contractor Operators are located.

Annex F

Questions and answers

<p>Respondent's Question 1</p>	<p>In section 1.1.3 (page 5 of 55) the PS Provider is defined as follows.</p> <p>“Based on Industry feedback, not all Print Services providers offer managed print services. Therefore, this approach allows for the inclusion of service providers that are specializing in on-site printing services to align and respond together with MPIS providers for this ITQ.”</p> <p>In section 1.2.1 of the Print Services (PS) – Mandatory and Rated Criteria #5 references:</p> <p>In this context “under management” means a device provisioned to a client. The device must be:</p> <ul style="list-style-type: none"> - Covered by a warranty (break/fix service) and a service contract inclusive of preventative maintenance (including parts) performed on site by Print Service Provider personnel as well as consumables.” <p>The inclusion of the term “service contract” contradicts the statement from section 1.1.3. It is also re iterated in 1.2.2 and 1.2.3.</p> <p>I propose “service contract” be replaced by “proof of performance” inclusive of preventative maintenance (including parts) performed by Print Service personnel, if it had been required, as well as consumables.</p> <p>Without this correction I feel that your efforts to address Industry feedback in 1.1.3 to be unsuccessful. The MPIS ITQ responses will satisfy your contractual requirements.</p>
<p>Canada's Response to Question 1</p>	<p>Government of Canada appreciates the suggestion however the statement will remain unchanged.</p> <p>Government of Canada does not believe term “service contract” contradicts the statement from section 1.1.3. It is the expectation that the Print Services (PS) role, as it is defined in MPS functional view (Page 5 of 55), is performed under a “service contract”. An example of a “service contract” can be between a provider and a client for lease of printing equipment or between a manufacturer and an authorized warranty service provider.</p> <p>A “proof of performance” inclusive of preventative maintenance (including parts) performed by Print Service personnel, if it had been required, would potentially be subject to wider interpretation.</p>
<p>Respondent's Question 2</p>	<p>In regard to the SSC ITQ for WTD document that was published and posted on July 6th, 2016 with a closing date and time of 2016/08/03, we are requesting that SSC consider extending the closing date on this document response by three to four weeks as the current timeline finds us in prime vacation period with many resources</p>

	away and not able to contribute to the components of the document. Please advise if SSC will consider an August 31, 2016 closing date on this document.
Canada's Response to Question 2	The new closing date for this Solicitation is Wednesday August 10, 2016 at 14:00 Eastern Daylight Time.
Respondent's Question 3	On page 45 of 55 under Definitions of Terms, the definition of "Public Sector" does not explicitly mention School Boards and other Provincially Funded Organizations (PFOs); can we assume that these organizations are included under the municipal level umbrella?
Canada's Response to Question 3	Yes, that is correct, our definition of "Public Sector" includes the organisations mentioned (School Boards and Provincially Funded Organizations (PFOs).
Respondent's Question 4	Additional time for submission - Given the level of interaction required with our Print Manufacturers (PM) and Client References to effectively complete our submission coupled with the fact that many of their key personnel as well as ours are away on vacation for this period, it would be very challenging to respond by the requested closing date of August 3, 2016. Will SSC consider extending the closing date for submission of this ITQ to August 31st, 2016?
Canada's Response to Question 4	See Canada's response to question 2 of amendment 001.
Respondent's Question 5	On page 18 of 36 under 1.2.2 Devices under Management – Public Sector, we note that this section (PS-R2) does not follow the previous pattern of having a mandatory requirement as well as a rated requirement. Did SSC intentionally omit the mandatory requirement of "Respondent must have at least 5,000 Print Devices located and currently under management in the Canadian Public Sector"?
Canada's Response to Question 5	Yes it was intentional not to include this as a mandatory requirement
Respondent's Question 6	To simplify the completion of Appendix A.1 – Managed Print Integration Services Contract List Table and Appendix B.1 – Print Services Contract List Table, can respondent's only list individually contracts of clients whose print devices number over 100 and group other clients with smaller print fleets into the two categories of Private and Public sector as these entities are numerous and their contracts all start and end at different times?
Canada's Response to Question 6	The statement remains unchanged. As stated in the document, the respondent must substantiate at least 50% of the number of the devices for both Managed Print Integration Services (MPIS) and Print Services (PS).
Respondent's	Can you please provide these two documents in editable PDF format: Attachment

Question 7	4.1 Appendix C and Appendix E: Certificate of Performance Documents?
Canada's Response to Question 7	<p>Please find the following attachments to this amendment:</p> <ul style="list-style-type: none"> • ITQ Submission Forms - Form 1 - Part A Lead Respondent • ITQ Submission Forms - Form 1 - Part B Core Team Member #1 • ITQ Submission Forms - Form 1 - Part C Core Team Member #2 (if applicable) • ITQ Submission Forms - Form 2 - OEM Certification Form • Attachment 4.1 - Appendix C - Certificate of Performance - Overall Satisfaction Rating • Attachment 4.1 - Appendix E - Certificate of Performance - Individual Ratings
Respondent's Question 8	Will electronic versions of the Appendix A, B and C Certificate of Performance Overall Satisfaction from the ITQ be made available as documents that can be edited?
Canada's Response to Question 8	<p>Please find the following attachments to this amendment:</p> <ul style="list-style-type: none"> • Attachment 4.1 - Appendix A - Managed Print Integration Services Client References and Client List Table • Attachment 4.1 - Appendix A.1 - Managed Print Integration Services Contract List Table • Attachment 4.1 - Appendix B - Print Services Client References and Client List Table • Attachment 4.1 - Appendix B.1 - Print Services Contract List Table <p>For Appendix C, see Canada's response to question 7 of amendment 001.</p>
Respondent's Question 9	We would like to ask for a 2 week extension to the closing of this ITQ to August 17th.
Canada's Response to Question 9	See Canada's response to question 2 of amendment 001.
Respondent's Question 10	Appendix A - Client List Table contains sensitive respondent information. Will Shared Services Canada sign an NDA? What legal guarantee does the respondent have that their client list will not be divulged to a competitor or public?
Canada's Response to Question 10	The responses will not be disclosed beyond the SSC resources tasked with evaluating the ITQ including the extended evaluation team at the Communications Security Establishment Canada (CSEC). The information will be kept confidential to the Government pursuant to 2003 (05) 6 Standard Instructions - Goods or Services - Competitive Requirements, Submission of Bids.
Respondent's Question 11	Many Master Service Agreements with our clients may prevent the respondent from providing information like Start date and End date of their contracts or the dollar value. It is difficult and time consuming to review each and every Agreement for thousands of records. Is it acceptable to make this information available upon request provided contract numbers/serial numbers and other relevant information have been provided?

Canada's Response to Question 11	<p>In case of multiple agreements with same client, Canada will accept the start date of the first agreement and the end date of the agreement that finishes the latest, and the cumulative dollar value. As per ITQ, Respondents in their submission, are to provide sufficient Client Contacts and Contract details to substantiate Mandatory and Rated Criteria.</p> <p>See revisions herein, Canada has added additional superscripts and footnotes in Appendix A, A.1, B and B.1</p>
Respondent's Question 12	Are the ITQ responses open to the public and can the public have access to the client information (appendix A & B) listed in ITQ?
Canada's Response to Question 12	ITQ responses will not be open to public. See Canada's response to Q.10
Respondent's Question 13	Should the Appendix E - Appendix F be coordinated by GC or by the Respondent?
Canada's Response to Question 13	Yes, as per ITQ, Canada will coordinate Appendix E - Certificate of Performance - Individual Ratings, reference to MPIS-R3 and PS-R4, directly with Respondents' clients.
Respondent's Question 14	If the OEM, who is the respondent, has initiated the security requirements (ie. SECRET clearance) and has subcontractors in remote areas across Canada, can the security requirement for sub-contractors be initiated at a later stage in the process?
Canada's Response to Question 14	See revision to 4.3 herein. Canada strongly encourages Respondents, as soon as they are aware of the potential subcontractors, they should initiate the Security Clearance Requirement as per Annex D, SRCL
Respondent's Question 15	For MPIS-M2 in Attachment 4.1, will Shared Services Canada consider accepting MFD to count as 3 managed print devices (similar to PS-R2)?
Canada's Response to Question 15	Canada will not accept MFD to count as 3 managed print devices for the MPIS-M2 criteria. This requirement remains unchanged.
Respondent's Question 16	<p>In reference to Attachment 4.1 – Section 1.1.6, p. 13 of 36</p> <p>Respondents should demonstrate, for any of its clients in the Management Print Integration Services Client References and Client List Table and/or Managed Print Integration Services Contract List Table, its Expertise Strategy and Methodology in each the following 5 Print Program Management areas.</p> <p>Please further define and clarify what is meant by “demonstrate”.</p>
Canada's	Please refer to 3.2.1 b) Technical Response.

Response to Question 16	For each of the five Print Program Management areas in MPIS-R4, using 1 client or 1 client per Print Program Management area, Respondents should provide in their response, evidence demonstrating how they applied its Expertise, Strategy and Methodology. In order to demonstrate its Expertise, Strategy and Methodology, evidence could include (but is not limited to) a project description from the client contract along with and explanation of the work completed and relevant samples of operational procedures, process flows, diagrams, documented processes, tools, certifications, reports, user guides and screenshots. The level of understanding demonstrated will be evaluated in accordance with the grid at Appendix G.
Respondent's Question 17	In reference to Attachment 4.1 – Section 1.1.6, p. 13 of 36 Please clarify, if the response to this section is from the perspective of the Respondent or that of the Client.
Canada's Response to Question 17	The response to this section is from the perspective of the Respondent.
Respondent's Question 18	Canada will not send confirmation upon receipt of Certificates from Respondents' clients.
Canada's Response to Question 18	If requested prior to ITQ closing, Canada will provide confirmation of receipt of client Certificates to Canada. Respondents who have worked with their clients and have not requested and received notifications from Canada, are encouraged to follow up with their client and/or confirm with Canada if referenced certifications have been submitted and well received.
Respondent's Question 19	In reference Attachment 4.1 – Section 1.1.7, p. 14 of 36 Respondent should provide, for any of its clients in the Managed Print Integration Services Client References and Client List Table and/or Managed Print Integration Services Contract List Table, an overview of its experience with implemented Security Measures in the following four areas: a) Device Security b) Information Security c) Network Security including Logging, Monitoring and Audit d) Security Assessment and Authorization processes Please further define and clarify what, for each of the four (4) areas (a) through (d) means or provide examples.
Canada's Response to Question 19	Respondents should provide in their response, evidence demonstrating their experience of implementing Security Measures in specific areas as stated in section 1.1.7. Evidence could include (but is not limited to) a project description from the client contract along with and explanation of the work completed and relevant samples of operational procedures, process flows, diagrams, documented processes, tools, certifications, reports, user guides, screenshots and product security technical sheets. This evidence should be provided for each of elements a), b), c) and d) of section 1.1.7. The level of understanding demonstrated will be

	evaluated in accordance with the grid at Appendix G.
Respondent's Question 20	<p>In reference to Attachment 4.1 – Appendix A.1, p. 27 of 36 Provide Sufficient Contract details to Substantiate Mandatory and Rated Criteria.</p> <p>Please further clarify what SSC means by “Sufficient Contract details”. The examples provided in the table, column 1, it list “Public Sector” and “Private Sector”, is the requirement for Respondents to group the customers, name them, and group them Public vs. Private?</p>
Canada's Response to Question 20	<p>a. Please refer to 3.2.1 b) Technical Response.</p> <p>b. As per the example provided on the Attachment 4.1 – Appendix A.1, p. 27 of 36, basic details of the contracts such as the client, the start and end dates, number of Managed Print Devices can be provided. This is just an example. Over and above Respondents must substantiate they have met the Mandatory Requirements and should demonstrate their understanding of the Rated requirements contained in this ITQ, and explain how they will meet these requirements.</p>
Respondent's Question 21	<p>In reference to Amendment #001 Canada's Response to Question 2.</p> <p>The new closing date for this Solicitation is Wednesday August 10, 2016 at 14:00 Eastern Daylight Time.</p> <p>Will SSC reconsider the request for extension beyond the new August 10th date as the coordination of client references with the associated rated criteria is difficult due to the fact we are in prime vacation season. Will SSC reconsider August 24 as a new close date?</p>
Canada's Response to Question 21	<p>The new closing date for this Solicitation is Wednesday August 24, 2016 at 14:00 Eastern Daylight Time.</p>
Question 22	<p>We request the following changes to the ITQ as written.</p>
Respondent's Question 22 (A)	<p>A higher emphasis on a vendors proven track record winning tenders and Managed Print type tenders--in the Federal Government</p>
Canada's Response to Question 22 (A)	<p>Canada is interested in working with firms who have successfully delivered the services to the clients hence the requirements for past performance. As it was discussed during the Industry Engagement phase (July 2015 - February 2016), Canada is of the view this criteria is more important than the track records of winning tenders. The requirements remain unchanged.</p>
Respondent's Question 22 (B)	<p>A higher emphasis on Federal track records---i.e. who is positioned well on the current NMSO -- i.e. who is strong in the all-important 11 X 17 categories given that this is the requirement in Annex B Page 12 .</p>
Canada's Response to	<p>Canada agrees that the track records, particularly with Public Services, is important hence the requirements for past performance. Canada is of the view that adding</p>

Question 22 (B)	mandatory experience criteria for Federal Public Service organizations only (rather than the Public Sector as a whole) would limit competition. The requirements remain unchanged.
Respondent's Question 22 (C)	A recognition of true Canadian content---i.e. not just from a servicing perspective --- but on a financial and security basis---i.e. who is selling the products --is it the affiliate of a foreign manufacturer --or will real 100% Canadian companies hold these all important contracts
Canada's Response to Question 22 (C)	In order to facilitate competition, Canadian Content does not apply to this requirement.
Respondent's Question 22 (D)	Recognition of Administrative Excellence. As has been outlined in past correspondence, it is a no brainer to ship a printer in a box --it is another matter to manage the service reporting and billing across Canada for a major deal with complicated softwares etc.
Canada's Response to Question 22 (D)	Canada agrees customer service is an important criteria, hence the requirement for the past performance evaluation and for organizations to describe their strategies related to service management, deployment, security, etc. The requirements remain unchanged.
Respondent's Question 22 (E)	The weighting system that clearly favors the companies with the most machines under contract --i.e. Lexmark and HP
Canada's Response to Question 22 (E)	Canada agrees the current weighing system provides higher scoring points for some criteria related to the number of machines under contract. The number of printing devices in the Canada is currently estimated to be approximately 80,000. As it was discussed during the Industry Engagement phase (July 2015 - February 2016), Canada sees value and less risk in qualifying firms based on demonstrated capability and capacity. The requirements remain unchanged.
Respondent's Question 22 (F)	The fact that the ITQ short lists but 5 ---we think it might better favour 6 or possibly 8 for safety at this early stage.
Canada's Response to Question 22 (F)	This element was presented and discussed during the Industry Engagement phase (July 2015 - February 2016). Based on past experience and feedback received, Canada has decided to qualify 5 respondents in order to have adequate time to collaborate with each firm during the Review Refine Requirements (RRR) phase.
Respondent's Question 23	Key requirements of this ITQ are the Certificates of Performance and the Client References. As a Vendor we do not have control over the vacation schedules of our clients and the tight timelines of this ITQ, along with the timing, will make it challenging to get these Certificates of Performance completed and submitted on time and to get the approval from our clients to use them as a reference for this response. We would request an extension of 2 additional weeks to August 24, 2016 to allow time to get these critical sections completed.

Canada's Response to Question 23	See Canada's response to question 21
Respondent's Question 24	Pg. 21 of 55, 4.2 Section D.2: SSC states that "Canada will send all e-mail reference check requests to 2 Respondent's clients that Canada randomly selected for each Respondent". Can SSC clarify how it will make this selection random?
Canada's Response to Question 24	Canada may use a simple random number generator like RANDBETWEEN function in Microsoft Excel to ensure no bias and client references have equal chances of being selected.
Respondent's Question 25	Pg. 21 of 55, 4.2 Section D.2: Will SSC advise the Respondent of which clients were selected to provide reference checks at the same time that the client is contacted? This would allow the Respondent to help ensure that the client responds in a timely manner.
Canada's Response to Question 25	For these references, Canada will not advise the Respondent of which clients were selected to provide reference.
Respondent's Question 26	Pg. 23 of 55, Section 4.3: Given how SSC has defined subcontractors in section 4.6.3.3, can you confirm that subcontractors to subcontractors must meet the security requirements in section 4.3? (i.e. a subcontractor to a subcontractor that is delivering that equipment or installing or servicing/supporting the equipment)
Canada's Response to Question 26	See Canada's response to Q14 of amendment 005
Respondent's Question 27	Pg. 4 of 6, Security Classification Guide, Table 1: The requirement for Secret Clearance for all contractor warehouse personnel, all Support and Service Desk personnel, and all Contractor personnel involved in the design phase of the project will be challenging for most vendors given the complex nature of the supply chain in the Managed Print Service industry. Would SSC consider reducing the requirement to Reliability Status for contractor warehouse personnel and Support and Service Desk personnel? Attaining this level of Security Clearance could require the creation of a separate Supply Chain and Service Desk for the Government of Canada which will increase costs.
Canada's Response to Question 27	For the purposes of this ITQ, the SRCL and the Guide is a draft document and is subject to change during subsequent stages.
Respondent's Question 28	Pg. 6 of 6, RCMP RELIABILITY STATUS (RRS) PROTECTED DATA DEFINITION: Can SSC clarify if by "Security Operations Center" and "Operations Center" it is referring to the Contractor's SOC and OC or the Government of Canada's SOC and OC.

Canada's Response to Question 28	For the purposes of this ITQ, the SRCL and the Guide is a draft document and is subject to change during subsequent stages. For The Security Operations Center (SOC), Canada is referring to The Government of Canada's SOC. For the Operations Center (OC), Canada is referring to the Contractor's OC.
Respondent's Question 29	Page 13 of 36, MPIS-R4: Can SSC confirm that the examples given for each of the 5 Program Management areas can be from different projects/references?
Canada's Response to Question 29	As per the criteria, "..for any of its clients in the Managed Print Integration Services Client References and Client List Table and/or Managed Print Integration Services Contract List Table..", Canada will accept that the examples given for each of the 5 Program Management areas can be from different projects/references. However, multiple references cannot be used to support one, maximum 1 client reference per program area.
Respondent's Question 30	Page 14 of 36, MPIS-R5: Can SSC confirm that the examples given for each of the 4 Security Measures areas can be from different projects/references?
Canada's Response to Question 30	As per the criteria, "..for any of its clients in the Managed Print Integration Services Client References and Client List Table and/or Managed Print Integration Services Contract List Table..", Canada will accept that the examples given for each of the 4 Security Measures areas can be from different projects/references. However, multiple references cannot be used to support one (e.g. maximum one client reference per program area).
Respondent's Question 31	Page 14 of 36, MPIS-R5, (c) Network Security including Logging, Monitoring and Audit: Can SSC confirm if this is referring to Network Security at a device level or at an organizational level?
Canada's Response to Question 31	Canada is referring to Network Security at a device level
Respondent's Question 32	Page 15 of 36, MPIS-R6: Can SSC confirm that the examples given for each of the 4 Print Operations areas can be from different projects/references?
Canada's Response to Question 32	As per the criteria, "..for any of its clients in the Managed Print Integration Services Client References and Client List Table and/or Managed Print Integration Services Contract List Table..", Canada will accept that the examples given for each of the 4 Print Operations areas can be from different projects/references. However, multiple references cannot be used to support one (e.g. maximum one client reference per program area).
Respondent's Question 33	Page 17 of 36, PS-M1 and PS-R1: Can SSC confirm that the same accounts can be used in Appendix A/A.1 and Appendix B/B.1 to support the Respondent's ability to provide both MPIS and PS services?
Canada's	Canada will accept that the same accounts can be used in Appendix A/A.1 and

Response to Question 33	Appendix B/B.1 to support the Respondent's ability to provide both MPIS and PS services.
Respondent's Question 34	Page 17 of 36, PS-M1 and PS-R1: Can SSC confirm that the Government of Canada can be used as a Client listed on Appendix B.1?
Canada's Response to Question 34	Yes, Canada can be used as a Client listed on Appendix B.1
Respondent's Question 35	Page 24 of 36, PS-R5: Can SSC confirm that the examples given for each of the 6 areas of expertise can be from different projects/references?
Canada's Response to Question 35	As per the criteria, "...for any of its clients in the Managed Print Integration Services Client References and Client List Table and/or Managed Print Integration Services Contract List Table..", Canada will accept that the examples given for each of the 6 areas expertise can be from different projects/references. However, multiple references cannot be used to support one (e.g. maximum one client reference per program area).
Respondent's Question 36	Pages 7, 8, 11 of 36, MPIS-M1 and R1, M2 and R2, MPIS -M4, can the Federal Government of Canada be listed as one reference for the vendors currently managed print devices? (Most of which would be procured off the NMSO.)
Canada's Response to Question 36	Canada can be listed as one reference MPIS-M1 and R1, M2 and R2, MPIS -M4.
Respondent's Question 37	Pages 17, 18, 19, 22 of 36, PS-M1 and R1, PS-R2, PS-M2, PS-R3, PS-M4, can the Federal Government of Canada be listed as one reference for the vendors currently managed print devices? (Most of which would be procured off the NMSO.)
Canada's Response to Question 37	Canada can be listed as one reference for PS-M1 and R1, PS-R2, PS-M2, PS-R3, PS-M4
Respondent's Question 38	Pages 24-25 and 36-37, can SSC confirm if the final results each vendor receives after the evaluation of the ITQ has any impact on the short listed vendor scores in the RRR or Bid Solicitation stage? I.e. Will obtained ITQ scores be used to further evaluate vendors in the RRR or Bid Solicitation phases or is the ITQ primarily being used to shortlist the vendors to the next stage?
Canada's Response to Question 38	The final results each vendor receives after the evaluation of the ITQ will not have an impact on the short listed vendor scores in the RRR or Bid Solicitation stage
Respondent's Question 39	In reference to Part 1, Section 1.2 (a), pg. 7 of 55 Catalogue for Print Devices, Media and Software: For SSC and its clients that have operational requirements to continue procuring and self-managing print devices, the

	<p>WTD Printing Products service will make this option available to them and also to those who may require additional time to start the transformation to the end-state vision. This offering can also be utilized to procure devices to satisfy exceptions and special needs.</p> <p>Q: The states “SSC’s service strategy proposes offering a choice of the following three service delivery options” current, however there is no reference to these products or requirements relating to the “Media and Software”. Will SSC be procuring these and or basing these off the current offering already awarded within the current and named vendors of the NMSO?</p>
Canada’s Response to Question 39	When SSC states that this offering can also be utilized to procure devices to satisfy exceptions and special needs, this includes Print Devices along with Media and Software.
Respondent’s Question 40	<p>In reference to Part 3, Section 3.1.2 (c), pg. 15 of 55</p> <p>“include a title page at the front of each volume of the response that includes the title, date, procurement process number, Respondent’s name and address and contact information of its representative; and”</p> <p>Q: Please confirm the reference to “volume” refers to the sections referred to in section 3.1.1 (a) and (b)?</p> <p>a) Section I: Qualification Response (1 soft copy of each).</p> <p>b) Section II: Certifications (1 soft copy)</p>
Canada’s Response to Question 40	This is to confirm the reference to “volume” refers to the sections in section 3.1.1 (a) and (b)
Respondent’s Question 41	<p>In reference to Part 3, Section 3.1.6 (D), pg. 16 of 55</p> <p>“A PS provider must have minimum of 1 or up to 2 Named Print Manufacturer (PM); when a PS provider is also a PM, it must name itself as the PM”</p> <p>Q: Please provide clarity on the statement “it must name itself as the PM”, if this restricts more than two (2) PM’s to be listed?</p>
Canada’s Response to Question 41	If the PS is also a PM, then the PS must name itself as a PM, which will account for 1 of the 2 maximum PM’s that can be listed.
Respondent’s Question 42	<p>In reference to Attachment 4.1, Section 1.1, Table 1.1.2 #MPIS-R2, pg. 8 of 36</p> <p>“Respondent should have additional devices located and currently under management³ in Canadian Public Sector at the time of this ITQ closing.”</p> <p>Q: Is the calculation of Managed Print Devices being considered in the same context as in the Print Services criteria as outlined in footnote 6 in Table 1.2.2 #PS-R2, pg. 18 of 36? i.e. ⁶For the purpose of evaluation, a Print Device that is a Multi-Function</p>

	Device (MFD) will count as 3 Print Devices.
Canada's Response to Question 42	No, the 3:1 ratio only applies to print service criteria. For Managed Print Integration Services. The qualification is focused on the number of individual devices under management.
Respondent's Question 43	Section 1.1.8 / MPIS-R6c: Can Canada please elaborate on their understanding and definition of what "Managed Print Services Provisioning" entails?
Canada's Response to Question 43	<p>Canada's definition of Managed Print Services can be found ITQ document under the heading: "Definition of Terms"</p> <p>Managed Print Services - Managed print services are services offered to optimize or manage an organization's document output. The service includes the development of design principles, assessment and optimization, the deployment, management and maintenance (including parts and consumables excluding paper) of the print environment (including existing third-party equipment as required) using utilities and tools that provide line of sight, status and performance metrics for Print Devices. The vendor has complete responsibility and control over the device lifecycle management".</p>
Respondent's Question 44	<p>In reference to Part 3, Section 3.2.1 (c)(iii), pg. 18 of 55</p> <p>** Respondent's clients who do not provide Certificates of Performance – Overall Satisfaction Rating prior to ITQ closing, will be given an opportunity after ITQ closing to submit their certificates.</p> <p>Question: In the above statement, SSC advises Respondent's clients "will be given an opportunity after ITQ closing" to submit certificates however, there are contradictions to the allowance and timeframe to respond. i.e. Part 4, Section 4.1.1 (a), pg. 20 of 55 , Attachment 4.1, Section 1.1.3, pg. 9 of 36 and Attachment 4.1, Section 1.2.4, pg. 20 of 36; 2 versus 5 days, 2 days with an additional 5 days or maximum 5 days?</p>
Canada's Response to Question 44	<p>There are no contradictions to the allowable time to respond. As per Attachment 4.1, Section 1.1.3 and Section 1.2.4, "Respondent's client(s) will be given 5 working days to respond"</p> <p>Please note, 4.1.1 (a) refers to Request for Clarification from the Respondent.</p>
Respondent's Question 45	<p>In reference to Attachment 4.1, Section 1.1.3, pg. 9 of 36 and Attachment 4.1, Section 1.2.4</p> <p>If SSC does not receive the Certificate of Performance – Overall Satisfaction Rating directly from Respondent's clients prior to ITQ closing, the Contracting Authority will approach the Respondent's client(s) in writing at the email address supplied by the Respondent and will be given 5 working days to respond. Respondents' clients will only be provided with this opportunity once for each Client Reference. If the response is still not forthcoming, the Respondent will be deemed non-compliant."</p> <p>Question: In the above mentioned sections, SSC advises "the Contracting Authority</p>

	will approach the Respondent's client(s) in writing at the email address supplied by the Respondent". It is important Respondents are notified in conjunction with the notification to Respondent's clients in case of change or out of office.
Canada's Response to Question 45	Respondents can consider submitting additional alternate contact person with their response. The process will remain unchanged .
Respondent's Question 46	<p>In reference to Part 3, Section 3.2.1 (c)(v), pg. 18 of 55</p> <p>"As per the ITQ evaluation criteria MPIS-R3 and PS-R4 found in sections 1.1.5 and 1.2.6 respectively in Attachment 4.1 WTD Evaluation Framework and Process, Canada will randomly contact a Respondent's clients from the respective Client References and Client List Tables in order to request and receive from 2 separate clients their respective Individual Ratings for the Respondent's performance as described in the Attachment 4.1 WTD Evaluation Framework and Process. Each client reference for these specific criteria will be contacted and rated as described in the Attachment 4.1 WTD Evaluation Framework and Process."</p> <p>Questions:</p> <p>A: Please clarify and confirm, if a Respondent's client has submitted a Certificate of Performance (COP), will SSC contact additional listed clients listed in Appendix A.</p> <p>B: Could more than 2 Respondent's clients be contacted and rated? If yes, what rating criteria will be followed and will those clients have an opportunity to complete a COP or is this subject to the evaluators' discussion with the Respondent's client?</p>
Canada's Response to Question 46	<p>A: Rated criterion MPIS-R3 and PS-R4 only requires 2 separate clients Certificate of Performance (COP) - Individual Ratings. Once these COPs are received in accordance to the process described in 4.2 d2, no additional Respondent's clients will be contacted to conduct additional Certificate of Performance - Individual Ratings.</p> <p>B: Not applicable, see response to A.</p>
Respondent's Question 47	<p>In reference to Part 3, Section 3.2.1 (d), pg. 18-19 of 55</p> <p>"The Review and Refine Requirements (RRR) Process Document will be provided to the Qualified Respondents in advance of the RRR phase to expedite arrangements with Respondents resources for the RRR phase. Upon receiving the selection notice to participate in the RRR phase, Qualified Respondents may only be given up to 3 working days to submit signed Agreement to Participate and Information form of the RRR Process Document."</p> <p>Question: In advance of the RRR phase and to ensure the 3 working days is sufficient for the review and return the Agreement to Participate, including ensuring proper levels of the business are in agreement of the terms of the agreement (without knowing the complexity or length of the agreement), we request a draft</p>

	version of the RRR process document.
Canada's Response to Question 47	RRR will only be released to Qualified Respondents, however, instead of 3 days, 5 working days may be given. Please see revisions herein.
Respondent's Question 48	In reference to Part 4, Section 4.2 (b), pg. 20 of 55 "Each response will be reviewed to determine whether it meets the mandatory requirements of the ITQ. Any element of the ITQ identified with the words "must" or "mandatory" is a mandatory requirement. Responses that do not comply with each and every mandatory requirement will be declared non-responsive and be disqualified. The mandatory requirements are described in Attachment 4.1 WTD Evaluation Framework and Process and will be evaluated individually on a simple pass/fail basis." Question: Please clarify if a single "fail" is considered an immediate disqualification. If not, is there is a minimum number of "fail" responses allowed?
Canada's Response to Question 48	Respondent failing any mandatory will be deemed non-responsive and will be disqualified.
Respondent's Question 49	In reference to Part 4, Section 4.2 (d.1), pg. 20 of 55 "For reference checks, Canada may conduct one or more reference checks by e-mail. If Canada proceeds with the reference checks, it will conduct reference checks with all the respondents." Question: What is the criterion to quantify the reason only one Respondent may be checked? If, one reference check, against one Respondent, is being completed, it would be expected by due diligence of the Fairness Monitor, that all Respondent's references be checked.
Canada's Response to Question 49	For the referenced criteria, Canada will proceed with all reference checks or none. If the respondents have provided clear evidence to support their substantiated claims and the evaluation team does not require additional validation, Canada may not proceed with the verification exercise. However, if Canada proceeds with reference checks with one respondent, Canada will conduct reference checks for all respondents.
Respondent's Question 50	In reference to Part 4, Section 4.2 (d.1), pg. 20 of 55 "Canada will send all e-mail reference check requests to contacts supplied by all the Respondents within a 48-hour period. On the third working day after sending out the emails, if Canada has not received an acknowledgement, Canada will notify the Respondent by e-mail, to allow the Respondent to contact its Client Reference directly to ensure that it responds to Canada within 5 working days."

	Question: It would be appreciated if Respondents could be notified upon, during and after contact with the Respondent's clients.
Canada's Response to Question 50	For these references, Canada will not advise the Respondent of which clients were selected to provide reference.
Respondent's Question 51	<p>In reference to Part 4, Section 4.2 (d.2), pg. 21 of 55</p> <p>"For criteria MPIS-R3 and PS-R4 and as covered in 3.2.1 v) above, Canada will conduct the reference checks in writing by providing a form to be completed and submitted by the Respondents clients directly to SSC. The Respondent's Rated scores will then be combined with the Respondent's Client References Rated scores in order to determine the final Rated score."</p> <p>A: Please provide and confirm, what "form" will be provided to the Respondent's clients for completion. Is it the same Certificate of Performance (COP) form included in the ITQ-Appendix C and Appendix E?</p> <p>B: What criteria scoring methodology is being used?</p>
Canada's Response to Question 51	<p>A: Appendix E is the referred to form.</p> <p>B: Scoring is as per MPIS-R3 and PS-R4</p>
Respondent's Question 52	<p>In reference to Part 4, Section 4.2 (e), pg. 21 of 55</p> <p>"Canada will send all e-mail reference check requests to contacts supplied by all the Respondents within a 48-hour period. On the third working day after sending out the emails, if Canada has not received an acknowledgement, Canada will notify the Respondent by e-mail, to allow the Respondent to contact its Client Reference directly to ensure that it responds to Canada within 5 working days."</p> <p>Question: It would be appreciated if Respondents could be notified upon, during and after contact with the Respondent's clients.</p>
Canada's Response to Question 52	For these references, Canada will not advise the Respondent of which clients were selected to provide reference.
Respondent's Question 53	<p>In reference to Part 5, pg. 29 of 55</p> <p>"Respondents are requested to provide the certifications and documentation with their response. Respondents who do not provide some or all of the certifications, or where there appear to be errors in their certifications, will be given an opportunity after closing to submit or resubmit their certifications. The certifications provided by respondents to Canada are subject to verification by Canada at any time during this solicitation process. Canada will disqualify a response if any certification made by the Respondent is found to be untrue, whether made knowingly or unknowingly, during the ITQ evaluation period or during the subsequent bid solicitation."</p>

	<p>Question: Initially, Canada states “Respondents who do not provide some or all of the certifications, or where there appear to be errors in their certifications, will be given an opportunity after closing to submit or resubmit their certifications.” However, the paragraph closes with “Canada will disqualify a response if any certification made by the Respondent is found to be untrue, whether made knowingly or unknowingly”. It would be the opinion, that “unknowingly” would be deemed an “error”, therefore, be deleted from the reasons for disqualification or an opportunity be granted to rectify the certificate.</p>
<p>Canada’s Response to Question 53</p>	<p>Only one opportunity will be given to resubmit certification if there appears to be errors in it. No additional opportunities will be granted, regardless certification is found to be untrue knowingly or unknowingly.</p>
<p>Respondent’s Question 54</p>	<p>Page 6/36 of Attachment 4.1 contains the following paragraph:</p> <p>The Managed Print Integration Services Client References and Client List Table found in Appendix A should be cross referenced to the criteria found in the following criteria tables. The first part of the table in Appendix A identifies the Mandatory 4 Client References required in MPIS-M41. The remainder of the table in Appendix A is for the Respondent to provide evidence to substantiate those mandatory and rated criteria. In this context, substantiate means that the information provided in Appendix A can be directly mapped, as written, without interpretation, to the specifics of each of those criteria using the references from the Cross Reference column of the criteria. If Appendix A does not fully substantiate one of those mandatory criteria then the response will be deemed non-compliant. For rated criteria, Appendix A should fully substantiate them for maximum points otherwise, the Respondent will only receive points for the portion of the rated criteria that is substantiated as per the point scale.</p> <p>Questions:</p> <p>54.1 Do the client references, beyond the first “Mandatory 4 Client Reference required in MPIS-M4” (Superscript #1 above) listed in Appendix A, require ALL of the information to be provided as the first 4? If no, please specify the specific information to be provided for Client References 5 and greater.</p> <p>54.2 Is it appropriate and acceptable that the device populations within the client references provided in Appendix A will be comprehended in Appendix A.1 and used for cross-reference purposes as required in multiple tables, to satisfy MPIS-R1 and R2 requirements?</p> <p>54.3 Will the same logic and approach applies to the Print Services requirements?</p> <p>54.4 The same client references and supplemental client information used to substantiate device populations may be used for a Respondent assuming both the MPIS and the PS roles in a response?</p>
<p>Canada’s Response to Question 54</p>	<p>Response for 54.1:</p> <p>Yes please provide the same level of information as the first 4 client references.</p>

	<p>Response for 54.2:</p> <p>The information provided in appendix A does not need to be included in A1 and vice versa. Both A and A1 are to be cross referenced in the appropriate Mandatory or Rated Technical Evaluation criteria area.</p> <p>Response for 54.3:</p> <p>Same logic applies as response 54.2. Reference Attachment 4.1, Page 7 of 36 Managed Print Integration Services (MPIS) – Mandatory and Rated Criteria.</p> <p>“Where the number of devices needs to be substantiated, the Respondent must list individual clients in Appendix A to cover at least 50% of the number of devices in both MPIS-M1 and MPIS-R1, and to cover at least 50% of the number of devices in both MPIS-M2 and MPIS-R2. For the remaining number of devices, if any, the Respondent must list individual contracts, without the client name, in Appendix A.1 – Managed Print Integration Services Contract List Table. The Respondent can reference Appendix A.1 as a client in the Cross Reference column of the criteria to substantiate its total number of devices up to 100%.”</p> <p>Response for 54.4:</p> <p>Correct, the same client references can be used.</p>
<p>Respondent's Question 55</p>	<p>Appendix A.1 on page 27/36 of Attachment 4.1 contains a table to substantiate mandatory and rated criteria.</p> <p>55.1 Is it correct to assume and interpret that this data is to be used to substantiate device quantities above and beyond the devices identified with named client references?</p> <p>55.2 Once the Respondent exceeds the threshold number of devices for Mandatory and Rated criteria and scoring, can the Respondent provide supplemental substantiation of device populations in a separate spreadsheet that excludes contract specific information?</p> <p>55.3 If yes to 55.2, does the Respondent need to segment the client list into Public vs Private Sector?</p>
<p>Canada's Response to Question 55</p>	<p>Response for 55.1:</p> <p>Please refer back to response give in 54.1. Respondent must list individual clients in Appendix A to cover at least 50% of the number of devices in both MPIS-M1 and MPIS-R1, and to cover at least 50% of the number of devices in both MPIS-M2 and MPIS-R2. For the remaining number of devices, if any, the Respondent must list individual contracts, without the client name, in Appendix A.1 – Managed Print Integration Services Contract List Table. The Respondent can reference Appendix A.1 as a client in the Cross Reference column of the criteria to substantiate its total</p>

	<p>number of devices up to 100%.”</p> <p>Response for 55.2:</p> <p>Refer to response given in 55.1 Appendix A.1 is meant to serve as the "separate spreadsheet".</p> <p>Response for 55.3</p> <p>Not applicable.</p>
Respondent's Question 56	<p>The requested information to satisfy and substantiate Mandatory and Rated criteria related to clients, contract information, device quantities, business segmentation and the other variables requested by SSC is extremely sensitive, confidential and proprietary to the Respondent. Please clarify your information security measures related to this information addressing, but not limited to, the following:</p> <ul style="list-style-type: none"> • who will see this information and what are the information security safeguards placed upon those individuals? • where will this information be stored and what are the information security safeguards? • what assurances will be provided that this information will never be published, released, transmitted, shared, or the like, with anyone other than SSC individuals who have a “need to know” reason to see the information?
Canada's Response to Question 56	See Canada's response to Q.10 of amendment 004
Respondent's Question 57	<p>In reference to Part 4, Section 4.2 (e), pg. 21 of 55</p> <p>As indicated in 3.2.1 iv) above and in Attachment 4.1, Canada may initiate a visit at the Respondent's premises to verify and/or validate substantiation claimed in Appendix A.1 and B.1 of Attachment 4.1. In the event Canada initiates the visit, the Respondent will be given 2 business days from the date the written notification is given by Canada to respond with a schedule for the visit.</p> <p>57.1: Section 3.2.1 (iv) does not allude or indicate the requirement of an optional site visit, however, if site visits are conducted for one or more of the Respondents, then site visit verifications should be conducted for all Respondents. This clause does not indicate a fair and transparent process?</p> <p>57.2: If this is non-negotiable, please provide the basis of Canada's selection process, the rating criteria and justification for Respondents to endure site visits before the RRR or RFP stage.</p>
Canada's Response to Question 57	Please note, Respondents may choose to provide cross reference only using Appendix A and B and not A.1 and/or B.1, in this case Optional visit becomes not applicable. Respondents who do submit A.1 and B.1., Canada may only proceed with Optional visit with the top 5 ranked respondents. For example, out of the top 5 ranked Respondents, if there are 2 Respondents who only submitted Appendix A

	<p>then the Optional visit of their Premises becomes not applicable. However, if the remaining top 3 ranked Respondents submitted A.1 and B.1 and if Canada proceeds with the Optional visit of even one of these Respondents premises then Canada will also conduct the visit of the Premises of the remaining top 2 Respondents.</p> <p>See revision herein, Canada has added a paragraph to 4.2 Optional Visit of Respondent's Premises.</p>
Respondent's Question 58	Please confirm, Core Team members does not mean actual individuals that are working from Respondents that are pulling this bid together.-correct?
Canada's Response to Question 58	Correct, as per article 2.4 Composition of Core Team, Core Team comprises of company/organization names.
Respondent's Question 59	<p>In reference to Annex A, Section Review and Refine Requirements Phase, pg. 37 of 55</p> <p>"Canada will consider the feedback provided by Qualified Respondents when finalizing the SOW for WTD Printing Products and its solicitation requirements for use in the Bid Solicitation Phase. Canada will conduct a supply chain integrity verification of the Qualified Respondents' IT products (equipment, firmware, software, services), together with network diagrams and information about subcontractors, that the Qualified Respondent will use to provide the WTD Printing Products services to ensure that all IT products meet certain security and supply chain standards. This process may be started and/or completed during RRR. More information about this process will be provided to the Qualified Respondents during the RRR Phase."</p> <p>Question: If during the RRR phase, Canada realizes a gap in their initial Solution/Service requirements as stated in the ITQ and/or the need to include Technical Integration Services (described in Figure 1, pg. 5 of 55), will Canada reconsider the Core Team Composition to 1) allow Respondents to revise and amend their Core Team Members 2) revise the rules to allow for additional Core Team Members?</p>
Canada's Response to Question 59	Please see article 2.4 Composition of Core Team, paragraph 6. Qualified Respondents may add additional sub-contractor(s) to meet the Bid Solicitation requirements.
Respondent's Question 60	<p>In reference to Attachment 4.1, paragraph 3, pg. 1 of 36</p> <p>"The Managed Print Services (MPS) stream allows departments and agencies to contract a fully managed print service from an SSC MPS service catalogue. For ITQ, SSC will qualify up to 5 Respondents for the RRR phase. Up to 3 contract(s) and/or Supply Arrangements and/or Standing Offers will be awarded to deliver the Managed Print Services after the Bid Solicitation phase."</p> <p>Question: With the use of "and/or in the following statement "Up to 3 contract(s) and/or Supply Arrangements and/or Standing Offers", this alludes to the opportunity</p>

	for the arrangement and/or award of more than three (3) bodies to be contracted. Please confirm and clarify.
Canada's Response to Question 60	Intention is to award up to 3 resulting procurement vehicle(s) to up to 3 resulting contractors. The and/or is used to indicate that what the resulting vehicle will be is still under discussion and will be determined during the RRR phase.
Respondent's Question 61	<p>In reference to Attachment 4.1, PS-R2 - Section 1.2.2, pg. 18 of 36</p> <p>"Respondent should have additional Print Devices located within the Canadian Public Sector and currently under management in Canada at the time of this ITQ closing."</p> <p>Question: Please clarify what is meant by "additional". Is it additional to PS-M1 (45,000) and/or PS-R1 (90,000) or is it a breakout of the overall devices placed in Canada as per accounted for in PS-M1?</p>
Canada's Response to Question 61	Yes it is breakout of all devices in Canada. The devices in this criteria PS-R2 can be included in the devices listed within PS-M1 and/or PS-R1. See revision herein.
Respondent's Question 62	<p>Section 1.1.4: This procurement targets integrators, Managed Print Service providers, value added resellers and Print Manufacturers. As one of the largest independent Managed Print Services provider organizations in Canada we had anticipated that our input and recommendations would have received greater support in shaping the requirements for qualification for this new vehicle. However the qualification requirements for the number of devices managed and size of references required eliminate all but the largest print OEMs from being able to prime a response.</p> <p>Under the current qualification requirements a company such as ours would only be able to participate as a regional sub-contractor to an OEM print. The work involved would be that of fulfillment against service requests with little opportunity to demonstrate the value add that we bring to all of our other clients which includes:</p> <ul style="list-style-type: none"> • An OEM neutral approach supports competitive pricing and standardization while also providing a unique ability to integrate, manage and service cross vendor solutions • We are able to provide a variety of networked based platform independent hardware and software solutions. • With strong IT and consulting capabilities we are able to architect, integrate and extend solution scope while eliminating many unnecessary steps saving time and money. • We have access to a broad geographic network that allows organizations to consolidate managed print services across dispersed locations. • As a SME integrator we utilize a proven, refined and simplified methodology that results in a quicker return on investment time to savings, realization of economies /

	<p>efficiencies and execution and implementation.</p> <ul style="list-style-type: none"> • We are focused on managed print services and therefore we are indifferent to retaining or refreshing technologies during the process of optimizing printer fleets, increasing performance and reducing costs. <p>Although large by Canadian standards, our managed print services business includes some significant Canadian companies, however the volume of devices, contracts and geographic locations that these clients represent do not approach anywhere near the required thresholds for fleet size and revenue generation that the qualifications for WTD demand.</p> <p>We request that further reconsideration of the procurement strategy for Managed Print Services be undertaken so that a second Tier of MPS provider be enabled to qualify so that Canadian Innovation and businesses can participate in a meaningful way.</p>
<p>Canada's Response to Question 62</p>	<p>Thank you for the input, and your participation in the industry engagement phase from July 2015 - February 2016. The expectation is that smaller firms can partner with other firms in order to participate in this procurement as was reviewed in the web-based presentation at the conclusion of industry engagement.</p> <p>Please also see Canada's response to Q.76 of the present amendment.</p>
<p>Respondent's Question 63</p>	<p>Section 1.1.4: This procurement targets integrators, Managed Print Service providers, value added resellers and Print Manufacturers. The participation criteria outlined in Attachment 4.1 precludes the involvement of independent integrators, independent Managed Print Service providers and value added resellers based on known industry average fleet sizes within the Canadian reseller channel.</p> <p>Will you amend the criteria in Section 4.1 to align with the statement in Section 1.1.4?</p>
<p>Canada's Response to Question 63</p>	<p>See Canada's response to Q.62 of the present amendment.</p>
<p>Respondent's Question 64</p>	<p>Section 1.1.5: Canada reserves the right in its sole discretion, to run a second qualification round among unsuccessful Respondents if, in Canada's opinion, the first qualification round results in an insufficient number of Qualified Respondents. The Respondent list will be gated by the criteria outlined in section 4.1.</p> <p>Will you change section 1.1.5 from "unsuccessful Respondents" to "an insufficient list of Respondents" and define what criteria will be used to determine results to be insufficient</p>
<p>Canada's Response to Question 64</p>	<p>No, SSC will not make the change. The intent is that should SSC not receive 5 qualified responses and if SSC determines that qualified responses are insufficient it will run a 2nd qualification round amongst all the unsuccessful respondents with the objective of increasing the quantity of Qualified Respondents.</p>

<p>Respondent's Question 65</p>	<p>"Section 1.1.5: Canada reserves the right in its sole discretion, to run a second qualification round among unsuccessful Respondents if, in Canada's opinion, the first qualification round results in an insufficient number of Qualified Respondents.</p> <p>Will you collect a list of "potential respondents" that satisfy all functional and technical requirements but not the installation base criteria as outlined in Attachment 4.1?"</p>
<p>Canada's Response to Question 65</p>	<p>See Canada's response to Q64 of amendment 007.</p>
<p>Respondent's Question 66</p>	<p>Section 1.2 "Scope of Anticipated Procurement" (ii) SSC is currently contemplating the award of up to 3 contract(s) and/or Supply Arrangements and/or Standing Offers.</p> <p>Section 2.4 Composition of Core Team. The Core Team can be comprised of a maximum of 1 Lead Respondent and up to 2 additional Core Team Members.....</p> <p>Section 3.1.6 Core Team Composition Rules (e) There can be a maximum of 2 Named PM's in the core team and they must be distinct.</p> <p>Annex B – Section 5.2 SSC has not yet finalized the strategy for managing existing print devices. This will be a topic for discussion during the RRR phase. As outlined throughout Section 1, Section 2 and Section 3, the award of up to 3 contracts may yield a minimum of 3 distinct manufacturers or a maximum of 6 distinct manufacturers. Thus, the ITQ qualification process may yield a "technical service abandonment" of a significant portion of the currently installed base. This will further inhibit the transition to MPS for fleets that cannot be temporarily serviced by the Respondents. Discussing this at the RRR will be too late to resolve the service requirement. In the ITQ response phase, how will you insure all devices owned by Canada will be serviced by a certified field service provider in the event that a minimum of 3 distinct manufacturers become successful Respondents?</p> <p>Annex B – Section 5.2 (b) For Canada owned devices, new service provider would assume responsibility for ongoing management.</p> <p>How will manufacturer A (successful Respondent) provide adequate service for manufacturer B's product?</p>
<p>Canada's Response to Question 66</p>	<p>At this time, it has not been determined who will support legacy equipment (Canada owned and/or leased).</p> <p>The requirements will be discussed during RRR. If additional subcontractors are required during bid solicitation, they can be added by bidders at that time.</p>
<p>Respondent's Question 67</p>	<p>Section 1.5 Data Sovereignty</p> <p>Section 4.6.3.1 an Section 4.6.3.2 The delivery of Managed Print Services, unlike the transactional fulfillment of product, requires remote device monitoring via resident network agents. Some OEM sponsored monitoring platforms are cloud</p>

	<p>based applications not resident in Canada.</p> <p>Will you add specific criteria to sections 4.6.3.1 and section 4.6.3.2 to ensure all necessary delivery tools for MPS fulfillment meet data residency requirements?</p>
Canada's Response to Question 67	<p>The printing services including all infrastructure, networks, components, and technology used in the delivery and/or operation of the service for the WTD Printing Products procurement project will be established within the geographic boundaries of Canada. This includes all servers, data repositories, stored media and all other forms of data at rest and transmission. Stringent contractual and technical measures will be put in place to ensure that government information is secured at all times, at rest and in transit, and is only accessed by those authorized to access the printing infrastructure for those purposes approved by project and security authorities. Therefore, over the life of the contract(s) and/or Standing Offer and/or Supply Arrangement, Canada and the Contractor(s) and/or Standing Offer Holders and/or Supply Arrangement Holders must recognize.</p> <p>Please note this represents the current view on the requirements and the details will be discussed with the qualified vendors during the Review and Refine Requirements (RRR) phase.</p>
Respondent's Question 68	<p>Section 4.6.3.3 List of Subcontractors, there is no requirement that listed sub-contractors have acknowledged their inclusion in this response.</p> <p>Will you add an acknowledgment confirmation for listed sub-contractors?</p>
Canada's Response to Question 68	<p>If required, this information will be formally requested at bid solicitation (e.g. during the Request for Proposal phase).</p>
Respondent's Question 69	<p>Section 4.6.3.3: List of Subcontractors</p> <p>Section 6.2.1: Subcontracting Section 6.2 address identification and security only. There are no technical certification requirements for any potential subcontractors identified.</p> <p>How will you assess technical certifications, security and service delivery capabilities of subcontractors?</p>
Canada's Response to Question 69	<p>The Core Team will be assessed for technical certifications and service delivery capabilities. Supply chain integrity checks of subcontractors will be completed during RRR or at bid solicitation. Security clearances for contractors will be completed prior to them initiating any work for the Government of Canada, throughout the life of the contract.</p>
Respondent's Question 70	<p>Definition of Terms: "Managed Print Services"... The service includes the development of design principles, assessment and optimization, the deployment, management and maintenance of the print environment... Manufacturers sell extended warranty service plans that are delivered by their network of certified service partners. This allows the Manufacturer to extend their service reach beyond</p>

	<p>their own company resources.</p> <p>Does selling an extended service plan count as a managed asset for the OEM even though it is the certified business partner that is doing the work?</p>
Canada's Response to Question 70	<p>Yes. If the extended service plan "includes the development of design principles, assessment and optimization, the deployment, management and maintenance of the print environment" and the OEM has the contractual relationship with the customer. The OEM may use one or any number of sub-contractors to deliver against the extended service plan.</p>
Respondent's Question 71	<p>Annex B – Section 7.4.3.(a) Maximize end user to device ratio</p> <p>Section 10.3.3 This future state design guideline implies a reduction in the current installation base while maintaining an end user walking distance to a print device to a 30m radius (Section 7.4.3. (d). Referring to Section 10.3 Table 12, locally connected printers represent 45% of all installed printers and MFD's.</p> <p>In order to achieve the goals of Section 7.4.3, what criteria will the Respondent rely upon to reduce or eliminate locally connected printers?</p>
Canada's Response to Question 71	<p>Annex B - was intended as Information only and is not finalized.</p> <p>This information is not being evaluated during ITQ, it will be further discussed during RRR. If you have recommendations on this strategy, it could be included as part of your response to PS-R5 and/or MPIS-R4 or as part of the RRR process.</p>
Respondent's Question 72	<p>Section 2.4 Composition of Core Team... "for services such as but not limited to technical Integration Services applicability will be further discussed during RRR. In the event this requirement is added to the RRR, the Qualified Respondents or Supply Arrangement Holders and/or Standing Offer Holders may need additional sub-contractor(s)....</p> <p>Section 8.4, Table 2 – RASCI Matrix item 14, 15, 16, 18, 21, 22, 24, 25, 28 The provision of server and network infrastructure required will be inaccessible for some successful ITQ Respondents. Although this work allocation is identified as TBD (RASCI Matrix), it may not be deliverable without identifying appropriate sub-contractors as part of the ITQ submission.</p> <p>Will you request that respondents identify a sub-contractor for this work as part of the ITQ submission?</p>
Canada's Response to Question 72	<p>Please see article 2.4 Composition of Core Team, paragraph 6. Qualified Respondents may add additional sub-contractor(s) to meet the Bid Solicitation requirements.</p>
Respondent's Question 73	<p>Section 2.4 Composition of Core Team... "for services such as but not limited to technical Integration Services applicability will be further discussed during RRR. In the event this requirement is added to the RRR, the Qualified Respondents or Supply Arrangement Holders and/or Standing Offer Holders may need additional</p>

	<p>sub-contractor(s)....</p> <p>Section 8.4, Table 2 – RASCI Matrix item 14, 15, 16, 18, 21, 22, 24, 25, 28 The provision of server and network infrastructure required will be inaccessible for some successful ITQ Respondents. Although this work allocation is identified as TBD (RASCI Matrix), it may not be deliverable without identifying appropriate sub-contractors as part of the ITQ submission.</p> <p>Will you request that respondents identify a sub-contractor for this work as part of the ITQ submission?</p>
Canada's Response to Question 73	<p>Please see article 2.4 Composition of Core Team, paragraph 6. Qualified Respondents may add additional sub-contractor(s) to meet the Bid Solicitation requirements.</p>
Respondent's Question 74	<p>Section 9.2.2 (1) On-Site Services. The service level targets for on-site services are presented in Table 6.</p> <p>Attachment 4.1, Section 1.2.1 Devices under management PS-M1.</p> <p>Section 10.2 , Table 9</p> <p>There will be a considerable inconsistency in the interpretation of mandatory requirements of 45,000 devices under management in Canada and delivery of the stated SLA in Ottawa where 47% of identified government employees reside (Table 9). Given the current device ratio of 7.81 people per device, the Ottawa install base of network devices is approximately 17,396. There are no related criteria in the ITQ to ensure any Respondent has the technical field service resources in Ottawa to service this fleet in line with the SLA required.</p> <p>Will you add a mandatory requirement for a specified number of locally certified field technicians for Ottawa?</p>
Canada's Response to Question 74	<p>Thank you for the suggestion. This question will be addressed with qualified respondents during RRR.</p>
Respondent's Question 75	<p>Section 10.3.3 Table 13 Notwithstanding locally connected printers, the current install base ratio of 7.8 people per networked device is very close to the target of 8:1 which indicates a desired reduction of approximately 2,000 devices or 3.7% of the networked fleet across 3 potential Respondents. This is not a significant reduction per Respondent. Accelerating a fleet refresh is a typical solution to reducing the size of a fleet when necessary.</p> <p>If operating ratios are currently 96% of target, how will Canada motivate migration to MPS?</p>
Canada's Response to Question 75	<p>Thank you for the suggestion. This question will be addressed with qualified respondents during RRR.</p>

<p>Respondent's Question 76</p>	<p>Attachment 4.1, Section 1.2.1 Devices under management PS-M1, R2, M4 Total networked devices are estimated at 53,824 (10.3, Table 12). As outlined in the Industry Engagement phase, three successful Respondents would share a minimum of approximately 20% of the installation base, or 10,764 networked devices. The initial mandatory requirement of 45,000 devices under management is over 4 times the expected installation base for a successful Respondent under this ITQ. The number seems arbitrarily high.</p> <p>Generally speaking, are these criteria designed to limit potential Respondents to equipment manufacturers only?</p>
<p>Canada's Response to Question 76</p>	<p>No, see Canada's response to Q62 of the present amendment.</p> <p>Multifunction printers to count for 3 print devices Also note that there are over 90000 local printers, scanners and faxes. The Government of Canada plans to consolidate them into multifunction devices (the exact number is TBD). Each of the 3 qualified respondents will be competing and one of the three will be competing on up to 60% + of the devices on the network which represents a minimum of 45000 devices, hence we want to ensure that each of the 3 winning vendors have the capacity to deliver up to 45000 devices to the Government of Canada.</p>
<p>Respondent's Question 77</p>	<p>Attachment 4.1, Section 1.2.1 Devices under management PS-M1 Why is 45,000 devices deemed significant for this requirement? How did you arrive at this number?</p> <p>Would SSC considering removing this criteria given that the tools, infrastructure and skilled employees required to support and MPS environment are inherently different that a managed desktop environment.</p>
<p>Canada's Response to Question 77</p>	<p>See Canada's response to Q.76 of the present amendment.</p>
<p>Respondent's Question 78</p>	<p>Attachment 4.1, Section 1.2.1 Devices under management PS-M1</p> <p>How did you determine 1 MFD represents the installed obligations of 3 single function printers?</p>
<p>Canada's Response to Question 78</p>	<p>This topic was raised during industry engagement. It was suggested by industry that there is more value in supporting multi-function devices rather than single-function printers. It was determined that 3 is a reasonable metric based on the industry suggestion, team consensus and the number of MFDs in the current Canada environment.</p>
<p>Respondent's Question 79</p>	<p>Attachment 4.1, Section 1.2.2 Devices under management PS-R2 Why are 5,000 devices in the public sector meaningful?</p> <p>Would SSC consider changing this requirement to reflect devices under management in the large enterprise commercial and an aggregate of 1,000 # of devices?</p>

Canada's Response to Question 79	<p>Canada believes that 5000 is a reasonable minimum to use for the rating scale. We believe public sector experience brings value in terms of understanding public sector security requirements, business processes and governance models.</p> <p>The requirement remains unchanged at this time; please note that this is a rated criteria not a mandatory criteria. Also note that Multi-Function devices count as three print devices.</p> <p>The biggest difference in MPS service delivery in the public sector vs. MPS service delivery in the commercial sector is privacy and security requirements, business processes (e.g., financial management and service management processes) policy adherence and government models.</p>
Respondent's Question 80	<p>Attachment 4.1, Section 1.2.2 Devices under management PS-R2 From your perspective, what is the biggest difference in MPS service delivery in the public sector vs. MPS service delivery in the commercial sector?</p> <p>Will SSC consider removing the requirements for Public Sector and state large commercial enterprise?</p>
Canada's Response to Question 80	See Canada's Response to Q 79 of the present amendment.
Respondent's Question 81	<p>Attachment 4.1, Section 1.2.1 Devices under management PS-M3</p> <p>Will the Client List Table be available via Access to Information?</p>
Canada's Response to Question 81	See Canada's Response to Q10 amendment 004
Respondent's Question 82	<p>Attachment 4.1, Section 1.2.5 Client References PS-M4. Why are 4 customer references each with a total contract value of \$5,000,000 deemed significant?</p> <p>How did you arrive at this number? Would SSC consider reducing this requirement?</p>
Canada's Response to Question 82	<p>It is desirable that the client references represent large clients with requirements in the same order of magnitude as many Canada departments. Given many contracts are typically multiyear contacts (e.g. 3-4 years), the annual contact value would be between close to \$1.5 million, which we believe is representative for the Government of Canada. Given some contacts may only be annual, this requirement is amended to also allow for an "annual" contract value of at least \$1.5M.</p> <p>See revision herein</p>

Respondent's Question 83	Attachment 4.1, Section 1.2.1 Devices under management PS-M1, R2, M4 Will you amend the criteria to broaden the list of potential Respondents?
Canada's Response to Question 83	See Canada's response to Q 80, 81 and 82, of amendment numbers 010 and 011. No additional changes will be made at this time.
Respondent's Question 84	Page 13/36 of Attachment 4.1, MPIS-R4 Rated Technical Criteria (a) refers to "Vendor Governance and Change Management". 84.1 - Is it correct to assume that Change Management, in this instance, refers to "Internal Communications and Cultural Change Management" as opposed to Technical/Technology Change Management (software version updates, new releases, firmware changes, etc.). 84.2The same page (b) refers to "Transition In.....an Multi-Tenant Environments". Please provide some clarity for this scenario or condition.
Canada's Response to Question 84	84.1: Correct, this is related to internal communications and cultural change management. 84.2: Please describe your experience and mythology related to how you have transitioned equipment where the legacy environment has equipment from multiple vendors. Multi-tenant refers to a single instance of print management software and/or administrative tools which runs within a central datacentre which is provisioned to serve multiple tenants (e.g. different departments or different commercial customers).
Respondent's Question 85	Is it your intention to allow clients to select only Aboriginal suppliers for the step 2 bid solicitation similar to what TSPS, TBIPS and ProServices? These methods allow bidders to self-identify and provide certification that they are aboriginal firms (at step 1 RFSO/SA stage which establishes the pool of qualified suppliers) and clients can either invite all offeror's to bid (step 2) and only invite aboriginal firms to bid. This allows client departments to meet their aboriginal set-aside objectives. I believe there is sufficient aboriginal firms providing printer related goods & services to justify this decision. If you select to use this procurement strategy i.e. allowing two streams a) non-aboriginal firms b) aboriginal firms, you may want to speak with the owner of TSPS or TBIPS to see how this can be done. Basically, suppliers can bid on one or both stream, the evaluation criteria and the basis of selection remain the same as well as the basis of payment so suppliers are not allowed to bid different pricing on the two stream – the price is the same for both. a. Can you please confirm if the current method of supply uses this model? b. Can you please confirm if the upcoming method of supply intends to use this model?
Canada's Response	a. Yes, the current NMSO model allows for the use of aboriginal set-asides due

to Question 85	<p>to the broad list of resellers across Canada.</p> <p>b. Contracting obligations that exist in the Comprehensive Land Claim Agreements across Canada will be a discussion point during the next phase of Review and Refine Requirements with the Qualified Respondents.</p> <p>With regards the voluntary set-asides, SSC is not restricting this ITQ to a certain group or size of company. This ITQ is open to all. During the Engagement period (From July 2015 to February 2016) SSC heard from industry that majority of the firms rely on a national network of small and medium enterprise (SMEs) partners, including Aboriginal firms, to deliver services. In order to achieve best value and meet operational and/or WTD end-state requirements, SSC is not imposing additional evaluation criteria or obligations at the ITQ phase. Whether evaluation criteria targeting Aboriginal firms or SMEs are included at the final solicitation phase will be discussed during RRR with the pre-qualified vendors. The structure and intention of the new Managed Print Service (MPS) vehicle is to have higher accountabilities rest with the resulting Contractor(s); there will be performance standards however SSC will not control with whom or how the Contractor delivers the service.</p> <p>If business capacity exists then SMEs and Aboriginal companies can respond to this ITQ as a prime or as a Partner or subcontractor.</p>
Respondent's Question 86	Would a response with two PS providers (OEMs) allow multiple product options to be offered in the same NMSO category, thus providing greater choice for a MPIS solution/provider in their bids?
Canada's Response to Question 86	A final decision on whether multiple products can be within the same NMSO category will be determined during RRR.
Respondent's Question 87	For any given department MPIS contract, can different categories of OEM products be combined from PS#1 and PS#2 to provide the optimal solution?
Canada's Response to Question 87	See Canada's Response to Q86 of the present amendment.
Respondent's Question 88	<p>1.1.6 b) Transition In Services and Operations of Multi-vendor and Multi-tenant Environments.</p> <p>What is exact meant by multi-tenant ? In the case of this question, does it mean different departments using equipment owned by a specific department? But being billed out to another.</p>
Canada's Response to Question 88	For the purpose of this initiative, "multi-tenant" refers to a single instance of a service provider's print management software solution but is provisioned to serve multiple tenants (e.g. different departments or different commercial customers in the same instance)
Respondent's	It seems that Section 5.1 (which refers to "Sections 01 Code of Conduct and Certifications – Bid of Standard Instructions 2003") contains an error. This

Question 89	2003 version of the Standard Instructions is no longer active on the Government of Canada website. We believe the correct reference should have been the "2003 (2014-09-25) Standard Instructions - Goods or Services - Competitive Requirements" (as mentioned in Section 2.1.3), which version contains "Section 01 Integrity provisions -bid". Can you please confirm?
Canada's Response to Question 89	Yes, 5.1 Code of Conduct and Certifications - Related documentation Bid of Standard Instructions 2003 refers to section 2.1.3 2003 (2014-09-25)
Respondent's Question 90	<p>Attachment 4.1, Section 1.1.6 (page 13 of 36) (b) states:</p> <p>"Transition In Services and Operations of Multi-vendor and Multi-tenant Environments. Is it correct to assume the following definition, based upon The Software Development Glossary? If not, please clarify.</p> <p>Multi-tenancy is an architecture in which a single instance of a software application serves multiple customers. Each customer is called a tenant.</p>
Canada's Response to Question 90	Yes, the assumption is correct.
Respondent's Question 91	Will SSC agree to download files from a vendor FTP site to facilitate the submission of multiple large files to avoid multiple email transmissions, due to the size restrictions in the ITQ?
Canada's Response to Question 91	<p>No SSC will not download files from Respondent(s) provided site(s) or location. Please follow article 2.2 Submission of Responses, in particular 2.2 (d) Email Size, If the email size exceeds 15 MB.</p> <p>If a Respondent can demonstrate prior to ITQ close that an individual large file that vendor intends to submit as part of the response exceeds 15 MB, Contracting Authority in that circumstance can use its discretion to receive partial hand delivery of such large files in accordance to article 2.2 (j) Hand delivery of Response Submission. However, the rest of the files should be submitted electronically in accordance to article 2.2.</p>
Respondent's Question 92	In SSC's response to Question #36 it was indicated that the Government of Canada could be listed as one reference in MPIS-M1 and R1, MPIS-M2 and R2 and MPIS-R4. Is it SSC's opinion that devices procured through the Imaging NMSO meet the definition of a Managed Print Service? The definition of Managed Print Services found on page 44 of the ITQ document and defined again with respect top eligible devices under 1.1.1 in the footnotes states "Managed print services are services offered to optimize or manage an organization's document output. The service includes the development of design principles, assessment and optimization, the deployment, management and maintenance (including parts and consumables excluding paper) of the print environment (including existing third-party equipment as required) using utilities and tools that provide line of sight, status and performance metrics for Print Devices. The vendor has complete responsibility and control over the device life cycle management."

	<p>The NMSO has no requirement for any vendor to develop design principles, do assessments or optimization, provide utilities and tools that provide line of sight, status and performance metrics for Print Devices. Further the Imaging NMSO specifically excludes software meaning that the tools and utilities required to provide the line of sight and performance metrics cannot be part of the NMSO or any resulting contract. NMSO contracts should not be considered Managed Print Services contracts as per the definition provided by SSC.</p>
<p>Canada's Response to Question 92</p>	<p>The devices procured through the Imaging National Master Standing Offer (NMSO) do NOT meet the definition of a Managed Print Service. Please see clarification to Canada's response to question 36.</p>
<p>Respondent's Question 93</p>	<p>a) In SSC's response to Question #37 it was indicated that the Government of Canada could be listed as one reference in PS-M4. PS-M4 requires that the Cross Reference be included on Appendix B meaning that the Respondent must provide a reference for the account. How can a Respondent provide a reference for the entire Government of Canada account when all decisions and management for NMSO purchases are decentralized and spread out through multiple people within multiple departments?</p> <p>b) 1.1.5 MPIS-R3 and 1.2.6 PS-R4: In order to allow clients listed on Appendix A and B to easily identify any correspondence coming from SSC with respect to this ITQ, will SSC provide the Respondents with the email address that will be used for the email reference checks? This way the Respondents can provide this email address to the client references listed on Appendix A and B so they can watch for an email and so the email will not be considered spam.</p> <p>c) Annex D pg 6 of 6: and response # 28 already provided: Can SSC define the "Respondent's Operations Centre" as it pertains to the ITQ. What functions are provided by the Operations Centre in support of the resulting Managed Print Service?</p> <p>d) With respect to what qualifies under a Managed Print Services contract with answers # 22, and more specifically #70 which states " Yes. If the extended service plan "includes the development of design principles, assessment and optimization, the deployment, management and maintenance of the print environment" and the OEM has the contractual relationship with the customer. The OEM may use one or any number of sub-contractors to deliver against the extended service plan". Can you clarify that devices procured off the NMSO and no longer under warranty will NOT qualify as a device count towards MPIS or PS?</p>
<p>Canada's Response to Question 93</p>	<p>a) For the referenced National Master Standing Offer (NMSO), the centralized Standing Offer (SO) Authority contact, to whom the vendor provides the quarterly reports, will be sufficient. In this NMSO, Canada would require both SO Authorities, PWGSC/PSPC until August 2015 and SSC from September 2015 onwards.</p> <p>b) Canada will use the following address when contacting the client references: SSC.consultation-consultation.SPC@canada.ca</p>

	<p>c) Canada defines the Respondent's Operations Centre as one or more locations from which Respondent is hosting and operating the tool(s) required for printing device management and the monitoring of managed devices (where paper jam, low toner alerts, etc.. are received and tracked) and the tool(s) used for service management (incident and service request tracking)</p> <p>d) The devices procured through the Imaging NMSO that are no longer under warranty do qualify as a device count towards PS assuming the Respondent is providing after warranty break/fix. As per answer question #92, it does not qualify as a device count towards MPIS.</p>
<p>Respondent's Question 94</p>	<p>As per Amendment 011 – Respondent's Question 61 - In reference to Attachment 4.1, PS-R2 - Section 1.2.2, pg. 18 of 36 "Respondent should have additional Print Devices located within the Canadian Public Sector and currently under management in Canada at the time of this ITQ closing." Question: Please clarify what is meant by "additional". Is it additional to PS-M1 (45,000) and/or PS-R1 (90,000) or is it a breakout of the overall devices placed in Canada as per accounted for in PS-M1? Canada Response to Question 61 - Yes it is breakout of all devices in Canada. The devices in this criteria PS-R2 can be included in the devices listed within PS-M1 and/or PS-R1. See revision herein.</p> <p>As a result the revision to section 1.2.2 PS-R1 was made –</p> <p>3. Modification applies to English only. At 1.2 – Print Services (PS) – Mandatory and Rated Criteria, 1.2.2 Print Services Mandatory and Rated Technical Criteria, PS-R2, revise as follows: DELETE: word 'additional' from PS-R2 Rated Criteria</p> <p>Question - Will Canada make the same modification to the MPIS-R2 rated Criteria to remove the word additional?</p>
<p>Canada's Response to Question 94</p>	<p>No, the requirement remains unchanged.</p> <p>MPIS-R2 provides point scales for number of devices exceeding minimum of 5000 Managed Print Devices as per MPIS-M2 requirement.</p>
<p>Respondent's Question 95</p>	<p>In submitting our answer, as the lead respondent, article 2.4 states we have to collect submission forms part B and C from other core team members.</p> <p>With regards to confidential information from our core team members such as Appendix A, A1, B or B1 which contains commercial confidential information even within a core team, will you allow for the core team members to submit their information directly to SSC without forcing the lead respondent to collect this information, considering that the core team members would clearly identify from which core team they are from and considering that the lead respondent will have identified them as such in part A?</p>

Canada's Response to Question 95	<p>Yes Canada will allow, as an option, for the core team members to submit their confidential information directly to SSC, considering that the core team members would clearly identify from which core team they are from and considering that the lead respondent will have identified them as such in part A and/or in the Table of Contents.</p> <p>See modification herein.</p>
Respondent's Question 96	<p>We would also like to request that similar to SSC releasing the NON PDF Attachments as you did in Amendments 1 and 2, we would like to request NON PDF attachments for pages 6-36 1.1.1 - 1.2.7 in Attachment 4.1</p>
Canada's Response to Question 96	<p>Please find attachment 4.1 as NON PDF, note that if there is a discrepancy between the PDF and non-PDF versions, the PDF version will take precedence.</p>
Respondent's Question 97	<p>Please clarify if the names of each client reference should be included on Appendix A.1 and B.1?</p>
Canada's Response to Question 97	<p>No, the names of each client reference do not need to be included on Appendix A.1 and B.1. The requirement remains unchanged</p> <p>Please refer to:</p> <p>1. paragraph 3 within section 1.1 – Managed Print Integration Services (MPIS) – Mandatory and Rated Criteria - Page 6 of 36 of Attachment 4.1</p> <p>".....For the remaining number of devices, if any, the Respondent must list individual contracts, without the client name, in Appendix A.1 –Managed Print Integration Services Contract List Table. The Respondent can reference Appendix A.1 as a client in the Cross Reference column of the criteria to substantiate its total number of devices up to 100%."</p> <p>2. paragraph 3 within section 1.2 – Print Services (PS) – Mandatory and Rated Criteria - Page 16 of 36 of Attachment 4.1</p> <p>".....For the remaining number of devices, if any, the Respondent must list individual contracts, without the client name, in Appendix B.1 –Print Services Contract List Table. The Respondent can reference Appendix B.1 as a client in the Cross Reference column of the criteria to substantiate its total number of devices up to 100%."</p>
Respondent's Question 98	<p>Assuming that all clients listed in Appendix A are Public Sector, please confirm that where the number of devices needs to be substantiated, the Respondent must list individual clients in Appendix A to cover 5,000 devices i.e. 50% of 10,000.</p>
Canada's Response to Question 98	<p>Yes, the individual clients must be listed in Appendix A as per the following reference.</p>

	<p>Please refer to:</p> <ul style="list-style-type: none"> • paragraph 3 within section 1.1 – Managed Print Integration Services (MPIS) – Mandatory and Rated Criteria - Page 6 of 36 of Attachment 4.1 <p>“Where the number of devices needs to be substantiated, the Respondent must list individual clients in Appendix A to cover at least 50% of the number of devices in both MPIS-M1 and MPIS-R1, and to cover at least 50% of the number of devices in both MPIS-M2 and MPIS-R2.</p>
Respondent’s Question 99	<p>Assuming that all clients listed in Appendix B are Public Sector, please confirm that where the number of devices needs to be substantiated, the Respondent must list individual clients in Appendix B to cover 22,500 devices i.e. 50% of 45,000.</p>
Canada’s Response to Question 99	<p>Yes, the individual clients must be listed in Appendix B as per the following reference.</p> <p>Please refer to:</p> <ul style="list-style-type: none"> • paragraph 3 within section 1.2 – Print Services (PS) – Mandatory and Rated Criteria - Page 16 of 36 of Attachment 4.1 <p>“Where the number of devices needs to be substantiated, the Respondent must list individual clients in Appendix B to cover at least 50% of the number of devices in both PS-M1 and PS-R1, and to cover at least 50% of the number of devices in PS-R2.</p>
Respondent’s Question 100	<p>In terms of Part 5 Certifications subsection 5.1 a) Code of Conduct and Certifications, it states the following:</p> <p>a) By submitting a response, the Respondent certifies that the Respondent and its affiliates are in compliance with the provisions as stated in Sections 01 Code of Conduct and Certifications – Bid of Standard Instructions 2003. The related documentation therein required will assist Canada in confirming that the certifications are true.</p> <p>Are Respondents required to fill in and submit the documentation that is included in Sections 01 Code of Conduct and Certifications to confirm compliance to this requirement. If so can Shared Services please provide us with a link to this documentation? Or is the Respondent required to state compliance?</p>
Canada’s Response to Question 100	<p>For the purposes of this ITQ, submission of a response is sufficient to comply with the referenced provision. If later in the process, other documents need to be filled, Canada will advise the Qualified Respondents.</p>
Respondent’s Question 101	<p>You have stated in previous amendments that one client example could be only used per Question sub-point (a) b) c)...). For MPIS-R4 b) we are asking for an exception. MPIS-R4 b) reads: “Transition in Services and Operations of Multi-Vendor and Multi-tenant Environments” There are two skills sets here,</p>

	<p>managing a multi-vendor environment is one (equipment from different manufacturers), managing a multi-tenant (single customer with multiple of entities under a same umbrella) is another one. We have both as references but not with the same client. Can we use a client for reference for the multi-vendor environment, and a second for the multi-tenant ? This question could have been split into two. If you do not accept this will we still be able to submit one reference and still get points for demonstrating only one side of the two requested?</p>
Canada's Response to Question 101	<p>See Canada's response to Q.29 of Amendment 006.</p> <p>Changes will be made to MPIS-R4, Print Program Management b) "Transition in Services and Operations of Multi-vendor and Multi-tenant Environments" only. Canada will accept a client for reference for the Multi-vendor environment and a second reference for the Multi-tenant environment.</p>
Respondent's Question 102	<p>We would like to request an extension of 4 business days to the closing date for the ITQ. We ask that the closing date be extended to Friday, Sept 2nd</p>
Canada's Response to Question 102	<p>The new closing date for this Solicitation is Friday September 2, 2016 at 14:00 Eastern Daylight Time.</p>
Respondent's Question 103	<p>From day 1 of any resulting MPS arrangement that supports a department print environment, 100% of the devices will be legacy infrastructure. It's been identified that 45 % of output devices are network based printers. It has also been identified that there are approximately 90000 local printers, scanners and fax machines. How does SSC consider the desired structure defined in the ITQ to be effective in driving towards improvements, efficiencies and economies achieved through the management of the overall print environment when there is zero criteria to be evaluated on a respondents ability to manage the existing legacy imaging environment? Will SSC agree and admit that this is a significant gap and omission and delay this process so that it can undergo a significant review of the mandatory criteria so that the ITQ evaluation takes into account a respondent ability to manage a departments existing legacy print environment?</p>
Canada's Response to Question 103	<p>This is neither a gap nor an omission.</p> <p>This is a pre-qualification phase only. The requirements and strategy for managing existing legacy print environment, including the transition strategies and approaches, will be discussed during Review and Refine Requirements (RRR) phase and could be evaluated in a future solicitation phase.</p> <p>Please refer to Canada's Response 66 of Amendment 011.</p>
Respondent's Question 104	<p>There has been a very public commitment by the minister responsible for Shared Services Canada as well as the Prime Minister of Canada to engage in best practices to provide opportunities to support small to medium business in Canada. Based on the proposed partner structures in this ITQ Small and Medium sized business are being put in a position to only take on a subservient</p>

	<p>role to a foreign owned large multinational enterprise. Given this is not an effective and sustainable practice that supports the health and growth of SMB's in Canada will SSC revise the ITQ mandatory criteria such that it will still guarantee a successful implementation of MPS but will also allow for a substantive inclusion of small to medium business.</p>
<p>Canada's Response to Question 104</p>	<p>Canada will not revise the mandatory criteria.</p> <p>Canada learned from respondents who participated during the Industry Engagement phase, they all rely on a national network of small and medium enterprise (SMEs) partners to deliver services. A few respondents recommended using RFP evaluation ratings for those that subcontract to a certain percentage of SMEs, which is under consideration at this point.</p> <p>To that end, Canada is of the view that the dividing roles (e.g. Print Services and Managed Print Integration Services) and associated qualifications, drives partnering and competition by removing restrictive requirements and by supporting vendor diversity.</p> <p>Please refer to Canada's Response 85 of Amendment 011.</p>
<p>Respondent's Question 105</p>	<p>Further to the response given in Amendment #14, question #93, part d.), can SSC clarify that the intent is to not allow vendors to simply list devices that are currently under a time and material or expired warranty and with a current break fix status to count towards their PS count? Rather the intent is to insure vendors limit their devices that are either currently under a warranty or on a cost per impression contract (with an annual contractual service obligation to the customer) to qualify as device counts towards their PS? Otherwise vendors may include devices that don't reflect the true definition of managed print devices as defined by SSC. (Limiting devices to 'managed devices currently under a service contract' would also remove the risk that vendors include previously sold devices, even if they are active or have been removed from the field - but still listed in their databases as a 'sold device'.)</p>
<p>Canada's Response to Question 105</p>	<p>Correct.</p> <p>For PS, the intent is to ensure that respondents do not use in their count devices that are currently under a time and material or expired warranty and with a current break fix status. Respondents can use devices that are currently under a warranty or on a cost per impression contract (with an annual contractual service obligation to the customer).</p> <p>For MPIS, neither is sufficient. The experience must be with managed devices (not just a simple printer lease like on the current Imaging Products NMSO).</p>



À Attachment 4.1:

Workplace Technology Device (WTD) – Printing Products Invitation to Qualify Evaluation Framework and Process

This document describes how the Respondent's Technical Proposal will be evaluated.

Introduction

This document is the technical evaluation criteria for the Invitation to Qualify (ITQ) for Shared Services Canada (SSC), Workplace Technology Devices (WTD) Printing Products. The document outlines the ITQ mandatory (M) and rated (R) technical evaluation criteria for WTD Printing Products and provides specifics pertaining to requirements, and the scoring and weighting to determine the Qualified Respondents who will enter the third phase of the Collaborative Procurement Solutions (CPS) process, Review and Refine Requirements (RRR).

As outlined in the ITQ Introduction, there are two distinct WTD Printing Products procurement streams consisting of Print Advisory Services and Managed Print Services. SSC is establishing a separate procurement vehicle for each stream. This ITQ Evaluation Criteria is for the Managed Print Services stream. The Print Advisory Services procurement process will be outlined separately on BuyandSell.gc.ca at a later date.

NOTE:
RESPONDENTS ARE NOT PERMITTED TO BE ON THE PROCUREMENT VEHICLES FOR BOTH STREAMS. RESPONDENTS MUST CHOOSE TO BE EITHER A PRINT ADVISORY SERVICE PROVIDER OR A MANAGED PRINT SERVICES PROVIDER.

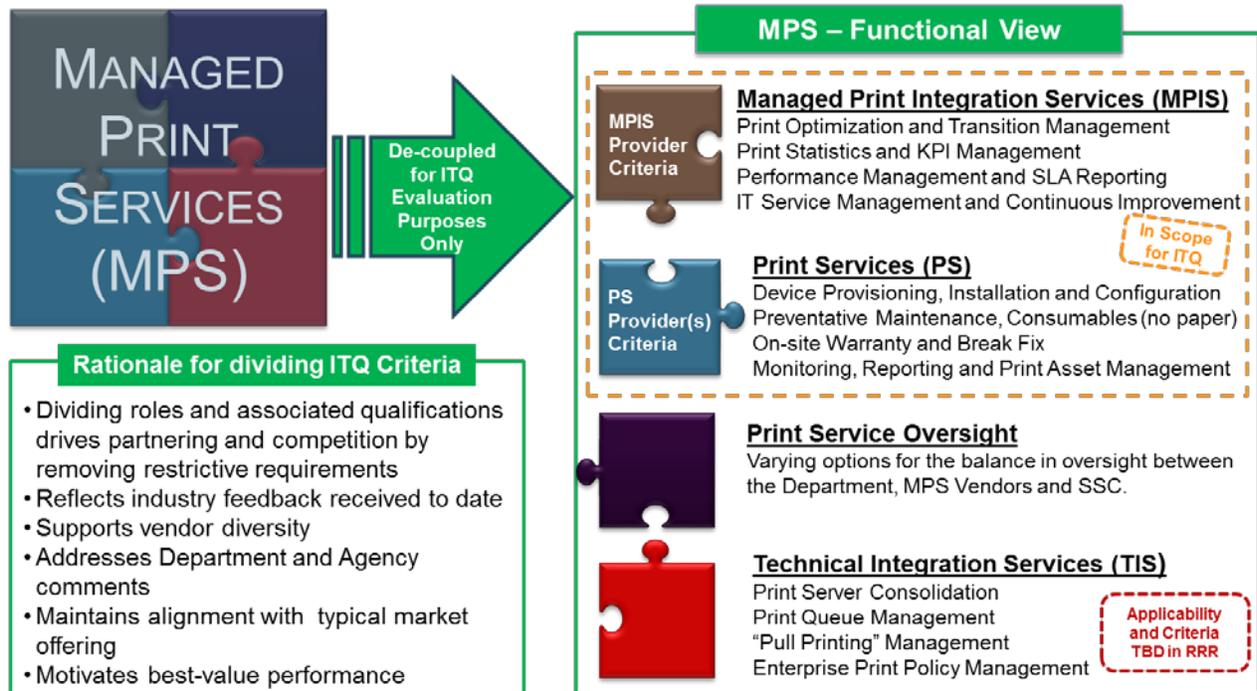
The Managed Print Services (MPS) stream allows departments and agencies to contract a fully managed print service from an SSC MPS service catalogue. For ITQ, SSC will qualify up to 5 Respondents for the RRR phase. Up to 3 contract(s) and/or Supply Arrangements and/or Standing Offers will be awarded to deliver the Managed Print Services after the Bid Solicitation phase.

There will be separate ITQ Evaluation Criteria for the Managed Print Services stream to support a role-based technical evaluation. Dividing roles and associated qualifications reflects industry feedback received to date, supports vendor diversity, addresses Department and Agency comments, and facilitates partnering and competition while maintaining alignment with typical market offering and motivating best-value performance.

Role-Based Technical Evaluation Criteria

During the Industry Engagement phase, SSC understood that some vendors are able to deliver a MPS on their own while others are delivering MPS in a partnership with other vendors as a Joint Venture. The partnership delivers the service with a vendor specializing in the integration services while another one specializes in print services as depicted in Figure 1 - Managed Print Services Roles. Therefore, dividing the MPS stream into two roles, Managed Print Integration Services and Print Services, and applying a different set of technical evaluation criteria will drive partnering and remove restrictive criteria. This also reflects the existing market offering.

Figure 1 - Managed Print Services Roles



SSC will evaluate the experience of a Respondent(s) using independent sets of technical evaluation criteria for the following MPS roles:

- a) Managed Print Integration Services (MPIS)

These criteria focus on the experience, expertise and scale of a service provider to deliver managed services for print devices including key experience in managing a fleet of numerous devices, in providing IT service management, reporting and governance to name a few.

- b) Print Services (PS)

These criteria focus on the experience, expertise and scale of a service provider to provide on-site services for Print Devices. A subset of the experience evaluated is the number of devices deployed, geographical coverage and the network in place to support devices. Based on industry feedback, not all Print Services providers offer managed print services. Therefore, this approach allows for the inclusion of service providers that are specializing in on-site printing services to align and respond together with MPIS providers for this ITQ.



Evaluation Rules

As SSC has taken the approach of separating an MPS service offering into the MPIS and PS roles, a certain number of evaluation rules are stated below to explain how the roles are evaluated for the Response.

- 1) MPIS provider
 - a) The MPIS provider must substantiate and meet all the Mandatory technical evaluation criteria for the MPIS provider.
 - b) The MPIS provider should substantiate rated technical evaluation criteria for the MPIS provider.
 - c) The MPIS provider must only list clients, in the Managed Print Integration Services Client References and Client List Table, with whom they have entered into a direct contract.
 - d) The MPIS provider should only list contracts for clients, in the Managed Print Integration Services Contract List Table, with whom they have entered into a direct contract.
- 2) PS Provider
 - a) Each PS provider must substantiate and must individually meet the PS Mandatory technical evaluation criteria.
 - b) Each PS provider should substantiate the PS rated technical evaluation criteria.
 - c) The PS provider must only list clients, in the Print Services Client References and Client List Table, with whom they have entered into a direct contract.
 - d) The PS provider should only list contracts for clients, in the Print Services Contract List Table, with whom they have entered into a direct contract.

Technical Evaluation Scoring:

The Rated Technical Evaluation Score will be calculated as follows:

- a) Each Rated Technical Criteria will be scored separately.
- b) The Scores will be added separately for MPIS Provider and PS Provider to form their Total Score.
- c) The Total Score for MPIS Provider and PS Provider will be weighted according to Table 1 - Rated Technical Scorecard to calculate the MPIS Provider Weighted Score and the PS Provider Weighted Score. Each Weighted Score will be calculated and rounded to two decimal places.
- d) The Respondent's ITQ Score will be the sum of the MPIS Provider Weighted Score and the PS Provider Weighted Score.

The technical response should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the response will be evaluated. Simply repeating the statement contained in the ITQ is not sufficient.

Table 1 - Rated Technical Scorecard

Rated Technical Criteria	Criteria	MPIS Provider Max Points	% of Total Score	Criteria	PS Provider #1 Max Points	PS Provider #2 Max Points (if applicable)	% of Total Score
Evaluation of Respondent's Provided Information							
Devices Under Management - Canada	MPIS-R1	60	20%	PS-R1	60	60	20%
Devices Under Management Public Sector – Canada	MPIS-R2	60	20%	PS-R2	60	60	20%
Devices Under Management – Canadian Provinces and Territories				PS-R3	30	30	10%
Expertise, Strategy and Methodology	MPIS-R4	50	16%	PS-R5	60	60	20%
Security Measures	MPIS-R5	20	7%				
Management Services	MPIS-R6	20	7%				
Sub-total for Respondent's provided information.	MPIS Provider Sub-total Score	210	70%	PS Provider Sub-total Score	210	210	70%
Evaluation Provided by Client's References							
Sub-total Certificate of Performance – Individual Ratings	MPIS-R3	90	30%	PS-R4	90	90	30%
Total Score	MPIS Provider Total Score	300	100%	PS Provider Total Score	300	300	100%
					PS Provider Combined Score¹		
					300		
Weighted Score	MPIS Provider Weighted Score = MPIS Provider Total Score * 25%			PS Provider Weighted Score = PS Provider Total Score * 75%			
Respondent's ITQ Score	MPIS Provider Weighted Score + PS Provider Weighted Score						

¹ To calculate the PS Provider Combined Score: for a Respondent who proposes a single PS Provider use 100% of PS Provider 1 Total Score; alternatively, for a Respondent who proposes two PS Providers calculates the average of the 2 PS Provider Total Score.

Scoring and Weighting

Respondent's ITQ Score is calculated as 25% of the MPIS Provider Total Score plus 75% of a single PS Provider Total Score if only 1 PS Provider is in the ITQ.

In the case of 2 PS Providers in the ITQ the Respondent's ITQ Score is calculated as 25% of the MPIS Provider Total Score and 75% of the average of the 2 PS Provider Total Scores.

The following scenario demonstrates the possible submission scoring combinations of an ITQ submission. The combinations consist of an MPIS provider with a single PS provider (Respondents 2, 4, and 6) or an MPIS provider with 2 PS provider Respondents 1, 3, and 5).

	Respondent #1			Respondent #2		Respondent #3			Respondent #4		Respondent #5			Respondent #6	
Technical Rated Score Calculations	MPIS Provider	PS Provider #1	PS Provider #2	MPIS Provider	PS Provider	MPIS Provider	PS Provider #1	PS Provider #2	MPIS Provider	PS Provider	MPIS Provider	PS Provider #1	PS Provider #2	MPIS Provider	PS Provider
	300/300 x25%	300/300 x75%	300/300 x75%	275/300 x25%	275/300 x 75%	250/300 x25%	225/300 x 75%	275/300 x75%	225/300 x25%	225/300 x 75%	200/300 x25%	225/300 x 75%	175/300 x 75%	175/300 x25%	175/300 x 75%
	MPIS Provider	Average of PS Provider #1 and #2 Points		MPIS Provider	PS Provider	MPIS Provider	Average of PS Provider #1 and #2 Points		MPIS Provider	PS Provider	MPIS Provider	Average of PS Provider #1 and #2 Points		MPIS Provider	PS Provider
75.00	225.00		68.75	206.25	62.50	187.50		56.25	168.75	50	150		43.75	131.25	
Combined Score	300			275		250			225		200			175	
Ranking	1st			2nd		3rd			4th		5th			6th	

Responses will be ranked based on the points received on the technical evaluation criteria. The response with the highest points will be ranked first; the response with the second highest points will be ranked second and so on. A Respondent will be declared "Qualified Respondent" if the conditions at 4.4 and 4.5 of the ITQ are met.

In the example above, Respondents #1 to #5 have the 5 highest ranking scores. In this example Respondent #6 would not become a Qualified Respondent.



1.1 – Managed Print Integration Services (MPIS) – Mandatory and Rated Criteria

The Respondent must provide the necessary documentation in their response to substantiate compliance with the Managed Print Integration Services mandatory and rated technical evaluation criteria respectively. Each mandatory criteria must be addressed separately. The mandatory criteria will be evaluated on a Pass or Fail basis. The Respondent must meet all the mandatory technical evaluation criteria specified. If the Respondent has met them all, the Respondent may score points for the rated technical evaluation criteria they substantiate.

The Managed Print Integration Services Client References and Client List Table found in Appendix A should be cross referenced to the criteria found in the following criteria tables. The first part of the table in Appendix A identifies the Mandatory 4 Client References required in MPIS-M4. The remainder of the table in Appendix A is for the Respondent to provide evidence to substantiate those mandatory and rated criteria. In this context, substantiate means that the information provided in Appendix A can be directly mapped, as written, without interpretation, to the specifics of each of those criteria using the references from the Cross Reference column of the criteria. If Appendix A does not fully substantiate one of those mandatory criteria then the response will be deemed non-compliant. For rated criteria, Appendix A should fully substantiate them for maximum points otherwise, the Respondent will only receive points for the portion of the rated criteria that is substantiated as per the point scale.

Where the number of devices needs to be substantiated, the Respondent must list individual clients in Appendix A to cover at least 50% of the number of devices in both MPIS-M1 and MPIS-R1, and to cover at least 50% of the number of devices in both MPIS-M2 and MPIS-R2. For the remaining number of devices, if any, the Respondent must list individual contracts, without the client name, in Appendix A.1 – Managed Print Integration Services Contract List Table. The Respondent can reference Appendix A.1 as a client in the Cross Reference column of the criteria to substantiate its total number of devices up to 100%.

Appendixes A.1 is subject to SSC's Evaluation team's or their representatives' validation or verification if applicable and are cross referenced in the referenced criteria.



1.1.1 Devices under Management – Canada

#	1.1.1 Managed Print Integration Services Mandatory and Rated Technical Evaluation Criteria		
MPIS-M1	Mandatory Criteria	Rating	Cross Reference (Appendix A - MPIS Client References and Client List Table and/or Appendix A.1)
	<p>Respondent must have devices located and currently under management² in Canada at the time of this ITQ closing: At least 10,000 Managed Print Devices</p> <p>The Respondent must demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p>	Pass or Fail	
MPIS-R1	Rated Criteria	Point Scales	Cross Reference (Appendix A - MPIS Client References and Client List Table and/or Appendix A.1)
	<p>Respondent should have additional devices located and currently under management² in Canada at the time of this ITQ closing.</p> <p>Maximum Score 60 pts</p>	<p>between 10,001 and 15,000 Managed Print Devices = 15 pts</p> <p>between 15,001 and 20,000 Managed Print Devices = 30 pts</p> <p>between 20,001 - 25,000 Managed Print Devices = 45 pts</p> <p>over 25,000 Managed Print Devices = 60 pts</p>	

² In this context “under management” means devices provided to a client as a service where the vendor has complete responsibility and control over the device lifecycle management. For Managed Print Devices, the service includes the development of design principles, assessment and optimization, the deployment, management and maintenance (including parts and consumables excluding paper) of the print environment (including existing third-party equipment as required) using utilities and tools that provide line of sight, status and performance metrics for Print Devices.



1.1.2 Devices under Management – Public Sector - Canada

#	1.1.2 Managed Print Integration Services Mandatory and Rated Technical Evaluation Criteria		
MPIS-M2	Mandatory Criteria	Rating	Cross Reference (Appendix A - MPIS Client References and Client List Table and/or Appendix A.1)
	<p>Respondent must have devices located and currently under management³ in Canadian Public Sector at the time of this ITQ closing.</p> <p style="text-align: center;">At least 5,000 Managed Print Devices</p> <p>The Respondent must demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p>	Pass or Fail	
MPIS-R2	Rated Criteria	Point Scales	Cross Reference (Appendix A - MPIS Client References and Client List Table and/or Appendix A.1)
	<p>Respondent should have additional devices located and currently under management³ in Canadian Public Sector at the time of this ITQ closing.</p> <p>Maximum Score 60 pts</p>	<p style="text-align: center;">between 5,001 and 10,000 Managed Print Devices = 15 pts</p> <p style="text-align: center;">between 10,001 and 15,000 Managed Print Devices = 30 pts</p> <p style="text-align: center;">between 15,001 and 20,000 Managed Print Devices = 45 pts</p> <p style="text-align: center;">over 20,000 Managed Print Devices = 60 pts</p>	

³ In this context “under management” means devices provided to a client as a service where the vendor has complete responsibility and control over the device lifecycle management. For Managed Print Devices, the service includes the development of design principles, assessment and optimization, the deployment, management and maintenance (including parts and consumables excluding paper) of the print environment (including existing third-party equipment as required) using utilities and tools that provide line of sight, status and performance metrics for Print Devices.



1.1.3 Certificate of Performance – Overall Satisfaction Rating

Shared Services Canada is adopting an approach for this procurement or solicitation to ensure that previous performance by suppliers can be taken into account and robustly assessed prior to entering into new contracts. This will provide the Government with greater confidence, based on past performance, in the reliability of suppliers.

The approach is that, as part of any assessment of a supplier's technical and professional ability, contracting authorities should ensure that any failure by the supplier to provide satisfactory performance of previous contracts is taken into account in the assessment of whether specified minimum standards for reliability for such contracts are met. Canada may re-assess reliability based on past performance before key points in this procurement process, as a result suppliers may be asked to update the evidence they provide to reflect more recent performance on new or existing contracts (or to confirm that nothing has changed).

Respondents must work with 2 clients to have the clients complete and submit to SSC a Certificate of Performance – Overall Satisfaction Rating (Appendix C) based on the Past Performance Evaluation Grid (Appendix D). The evaluation grid will be used by the client to complete the Certificate of Performance – Overall Satisfaction Rating of the following combined measures: the Technical Quality of the Product/Service; the overall Project Cost; the overall Project Schedule; and, the Project Business Management and Relationship. If any of those 2 clients is not already individually listed in Appendix A, the Respondent must add them.

The individual clients providing the Certificate of Performance – Overall Satisfaction Rating are required to submit the Certificate to SSC via SSC.consultation-consultation.SPC@canada.ca by the ITQ closing.

By submitting a response, the Respondent certifies that it has worked with its 2 clients named in the Cross Reference to criteria MPIS- M3, and engaged them to forward the Certificates of Performance for the Overall Satisfaction Rating to SSC prior to ITQ closing.

If SSC does not receive the Certificate of Performance – Overall Satisfaction Rating directly from Respondent's clients prior to ITQ closing, the Contracting Authority will approach the Respondent's client(s) in writing at the email address supplied by the Respondent and will be given 5 working days to respond. Respondents' clients will only be provided with this opportunity once for each Client Reference. If the response is still not forthcoming, the Respondent will be deemed non-compliant.



#	1.1.3 Managed Print Integration Services Mandatory Technical Evaluation Criteria		
MPIS-M3	Mandatory Criteria	Rating	Cross Reference (Appendix A - MPIS Client References and Client List Table)
	<p>Respondent's clients are required to submit 2 Certificates of Performance for the Overall Satisfaction Rating from clients in the Managed Print Integration Services Client References and Client List Table for the following, and submit Certificate to SSC via SSC.consultation-consultation.SPC@canada.ca by the ITQ closing:</p> <ul style="list-style-type: none"> a) Technical Quality of Product / Service b) Project Cost c) Project Schedule d) Project Business Management and Relationship <p>To be compliant, both of the client Certificates of Performance, found in Appendix C, must have Option A on the form completed with a statement of overall satisfaction. The Respondents will be non-compliant, if any of the 2 client Certificates of Performance has Option B on the form completed with the reasons for non-certification based on the evaluation grid found in Appendix D.</p>	Pass or Fail	



1.1.4 Managed Print Integration Services – Client References

The Respondent must list the Client References in the Managed Print Integration Services Client References and Client List Table found in Appendix A. At the discretion of SSC, all, some or a single client reference may be verified as part of the evaluation process in order to validate statements made within the technical response. If references are contacted their role will be to validate the information provided by the Respondent within this response.

#	1.1.4 Managed Print Integration Services Mandatory Criteria		
MPIS-M4	Mandatory Criteria	Rating	Cross Reference (Appendix A - MPIS Client References and Client List Table if Applicable)
	<p>Respondent must provide 4 Canadian Client References for Managed Print Services that are currently in progress at the time of this ITQ closing with each having a Total Contract Value of \$3,000,000 for the Managed Print Services portion of the contract including the value of Print Devices.</p> <p>One of the 4 Client References must have at least 50 locations, spread across at least 10 Cities in at least 3 Provinces in Canada.</p> <p>One of the 4 Client References must be in the Public Sector.</p> <p>The Respondent must demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p>	Pass or Fail	



1.1.5 Certificate of Performance - Individual Ratings

Canada will randomly contact Respondent's clients from the Managed Print Integration Services Client References and Client List Table (Appendix A) and provide them with the Certificate of Performance - Individual Ratings found in Appendix E and the Past Performance Evaluation Grid found in Appendix F. The evaluation grid should be used by the Respondent's client to complete the Certificate of Performance - Individual Ratings.

The clients providing the Certificate of Performance – Individual Ratings should submit the Certificate to SSC via SSC.consultation-consultation.SPC@canada.ca by the deadline specified in the letter requesting the client reference.

#	1.1.5 Managed Print Integration Services Rated Technical Criteria	
MPIS-R3	Rated Criteria	Point Scales
	<p>Canada will randomly contact clients from the Managed Print Integration Services Client References and Client List Table found in Appendix A in order to request and receive from 2 separate clients the Certificate of Performance - Individual Ratings found in Appendix E for the following measures:</p> <ul style="list-style-type: none"> a) Reliability b) Project Cost c) Order Accuracy d) Delivery and Timelines e) Quality f) Business Relations g) Personnel h) Customer Support i) Responsiveness <p>Minimum Score per Client Certificate 25 pts Maximum Score for Client Certificate 45 pts Maximum Score for 2 Client Certificates 90 pts</p>	<p>For each measure in the Rated Criteria:</p> <ul style="list-style-type: none"> Unsatisfactory: 0 pts Marginal: 2 pts Satisfactory: 3 pts Very Good: 4 pts Exceptional: 5 pts <p>Each of the 2 Client Certificates must score a minimum of 25 points otherwise the Client Certificate will score 0 pts.</p>



1.1.6 Expertise, Strategy and Methodology

The Level of Understanding and Completeness Evaluation Grid – Exceptional, Comprehensive, Adequate, Marginal and Insufficient found in Appendix G will be used to evaluate MPIS-R4.

1.1.6 Managed Print Integration Services Rated Technical Criteria			
#	Rated Criteria	Point Scales	Cross Reference (Appendix A - MPIS Client References and Client List Table if Applicable and ITQ Response and/or Appendix A.1)
MPIS-R4	Respondent should demonstrate, for any of its clients in the Managed Print Integration Services Client References and Client List Table and/or Managed Print Integration Services Contract List Table, its Expertise, Strategy and Methodology in each the following five Print Program Management areas:	Demonstrated Level of Understanding and Completeness from the grid found in Appendix G for each of the five areas:	
	<ul style="list-style-type: none"> a) Vendor Governance and Change Management b) Transition In Services and Operations of Multi-vendor and Multi-tenant Environments c) Benchmarking and Benefits Realization d) Use of Technology Based Tools and Standards to Achieve Operational Excellence and Continuous Improvement for both Internal and External Organizational Agility and Adaptability. e) Managed Content Services <p>Maximum Score 50 pts</p>	<ul style="list-style-type: none"> Exceptional 10 pts Comprehensive 7.5 pts Adequate 5 pts Marginal 2.5 pts Insufficient 0 pts 	



1.1.7 Overview of Security Measures

The Level of Understanding and Completeness Evaluation Grid – Exceptional, Comprehensive, Adequate, Marginal and Insufficient found in Appendix G will be used to evaluate MPIS-R5.

1.1.7 Managed Print Integration Services Rated Technical Criteria			
#	Rated Criteria	Point Scales	Cross Reference (Appendix A - MPIS Client References and Client List Table if Applicable and ITQ Response and/or Appendix A.1)
MPIS-R5	<p>Respondent should provide, for any of its clients in the Managed Print Integration Services Client References and Client List Table and/or Managed Print Integration Services Contract List Table, an overview of its experience with implemented Security Measures in the following four areas:</p> <ul style="list-style-type: none"> a) Device Security b) Information Security c) Network Security including Logging, Monitoring and Audit d) Security Assessment and Authorization processes <p>Maximum Score 20 Pts</p>	<p>Demonstrated Level of Understanding and Completeness from the grid found in Appendix G for each of the 4 areas:</p> <ul style="list-style-type: none"> Exceptional 5 pts Comprehensive 4 pts Adequate 3 pts Marginal 2 pts Insufficient 0 pts 	



1.1.8 Technical Capabilities

The Level of Understanding and Completeness Evaluation Grid – Exceptional, Comprehensive, Adequate, Marginal and Insufficient found in Appendix G will be used to evaluate MPIS-R6.

#	1.1.8 Managed Print Integration Services Rated Technical Criteria		
MPIS-R6	Rated Criteria	Point Scales	Cross Reference (Appendix A - MPIS Client References and Client List Table if Applicable and ITQ Response and/or Appendix A.1)
	<p>Respondent should provide, for any of its clients in the Managed Print Integration Services Client References and Client List Table and/or Print Services Contract List Table, project examples and evidence of deployed and operational systems in the following 4 Print Operations areas:</p> <ul style="list-style-type: none"> a. Device Management, Monitoring and Reporting b. Assessment and Print Optimization Methodology c. Managed Print Services Provisioning, Fulfillment and Management Reporting d. Service Organization for service delivery and after-sale services including Logistics and the use of Channel Partners. <p>Evidence includes a description of methodology and tools utilized.</p> <p>Maximum Score 20 pts</p>	<p>Demonstrated Level of Understanding and Completeness from the grid found in Appendix G for each of the 4 areas:</p> <ul style="list-style-type: none"> Exceptional 5 pts Comprehensive 4 pts Adequate 3 pts Marginal 2 pts Insufficient 0 pts 	



1.2 – Print Services (PS) – Mandatory and Rated Criteria

The Respondent must provide the necessary documentation in their response to substantiate compliance with the Print Services mandatory and rated technical evaluation criteria respectively. Each mandatory criteria must be addressed separately. The mandatory criteria will be evaluated on a Pass or Fail basis. The Respondent must meet all the mandatory technical evaluation criteria specified. If the Respondent has met them all, the Respondent may score points for the rated technical evaluation criteria they substantiate.

The Print Services Client References and Client List Table found in Appendix B should be cross referenced to the criteria found in the following criteria tables. The first part of the table identifies the Mandatory 4 Client References required in PS-M4. The remainder of the table in Appendix B is for the Respondent to provide evidence to substantiate those mandatory and rated criteria. In this context, substantiate means that the information provided in Appendix B can be directly mapped, as written, without interpretation, to the specifics of each of those criteria using the references from the Cross Reference column of the criteria. If Appendix B does not fully substantiate one of those mandatory criteria then the response will be deemed non-compliant. For rated criteria, Appendix B should fully substantiate them for maximum points otherwise, the Respondent will only receive points for the portion of the rated criteria that is substantiated as per the point scale.

Where the number of devices needs to be substantiated, the Respondent must list individual clients in Appendix B to cover at least 50% of the number of devices in both PS-M1 and PS-R1, and to cover at least 50% of the number of devices in PS-R2. For the remaining number of devices, if any, the Respondent must list individual contracts, without the client name, in Appendix B.1 –Print Services Contract List Table. The Respondent can reference Appendix B.1 as a client in the Cross Reference column of the criteria to substantiate its total number of devices up to 100%.

Appendix B.1 is subject to SSC's Evaluation team's or their representatives' validation and/or verification if applicable and is cross referenced in the referenced criteria.



1.2.1 Devices under Management – Canada

#	1.2.1 Print Services Mandatory and Rated Technical Criteria		
PS-M1	Mandatory Criteria	Rating	Cross Reference (Appendix B - PS Client References and Client List Table and/or Appendix B.1)
	<p>Respondent must have at least 45,000 Print Devices⁴ located and currently under management⁵ in Canada at the time of this ITQ closing.</p> <p>The Respondent must demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p>	Pass or Fail	
PS-R1	Rated Criteria	Point Scales	Cross Reference (Appendix B - PS Client References and Client List Table and/or Appendix B.1)
	<p>Respondent should have additional Print Devices⁴ located and currently under management⁵ in Canada at the time of this ITQ closing.</p> <p>Maximum Score 60 pts</p>	<p>between 45,001 and 60,000 Print Devices = 15 pt</p> <p>between 60,001 and 75,000 Print Devices = 30 pts</p> <p>between 75,001 – 90,000 Print Devices = 45 pts</p> <p>over 90,000 Print Devices = 60 pts</p>	

⁴ For the purpose of evaluation, a Print Device that is a Multi-Function Device (MFD) will count as 3 Print Devices.

⁵ In this context “under management” means a device provisioned to a client. The device must be:

- covered by a warranty (break / fix services) and a service contract inclusive of preventative maintenance (including parts) performed on-site by Print Service Provider personnel as well as consumables; or
- provisioned as part of Managed Print Services as defined in Annex C.



1.2.2 Devices under Management – Public Sector - Canada

#	1.2.2 Print Services Mandatory and Rated Technical Criteria		
PS-R2	Rated Criteria	Point Scales	Cross Reference (Appendix B - PS Client References and Client List Table and/or Appendix B.1)
	<p>Respondent should have Print Devices⁶ located within the Canadian Public Sector and currently under management⁷ in Canada at the time of this ITQ closing.</p> <p>The Respondent should demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p> <p>Maximum Score 60 pts</p>	<p>between 5,001 and 10,000 Print Devices = 15 pts</p> <p>between 10,001 and 15,000 Print Devices = 30 pts</p> <p>between 15,001 and 20,000 Print Devices = 45 pts</p> <p>over 20,000 Print Devices = 60 pts</p>	

⁶ For the purpose of evaluation, a Print Device that is a Multi-Function Device (MFD) will count as 3 Print Devices.

⁷ In this context “under management” means a device provisioned to a client. The device must be:

- covered by a warranty (break / fix services) and a service contract inclusive of preventative maintenance (including parts) performed on-site by Print Service Provider personnel as well as consumables; or
- provisioned as part of Managed Print Services.



1.2.3 Devices under Management – Canadian Provinces and Territories

#	1.2.3 Print Services Mandatory and Rated Technical Criteria		
PS-M2	Mandatory Criteria	Rating	Cross Reference (Appendix B - PS Client References and Client List Table and/or Appendix B.1)
	<p>Respondent must have Print Devices currently under management⁸ in Canadian Provinces and/or Territories at the time of this ITQ closing.</p> <p>In at least 10 of 13 Provinces and/or Territories</p> <p>The Respondent must demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p>	Pass or Fail	
PS-R3	Rated Criteria	Point Scales	Cross Reference (Appendix B - PS Client References and Client List Table and/or Appendix B.1)
	<p>Respondent should have Print Devices currently under management⁸ in Canadian Provinces and/or Territories at the time of this ITQ closing.</p> <p>The Respondent should demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p> <p>Maximum Score 30 pts</p>	<p>For Provinces/Territories:</p> <p>11 of 13 = 10 pts</p> <p>12 of 13 = 20 pts</p> <p>13 of 13 = 30 pts</p>	

⁸ In this context “under management” means a device provisioned to a client. The device must be:

- covered by a warranty (break / fix services) and a service contract inclusive of preventative maintenance (including parts) performed on-site by Print Service Provider personnel as well as consumables; or
- provisioned as part of Managed Print Services.



1.2.4 Certificate of Performance – Overall Satisfaction Rating

Shared Services Canada is adopting an approach for this procurement or solicitation to ensure that previous performance by suppliers can be taken into account and robustly assessed prior to entering into new contracts. This will provide the Government with greater confidence, based on past performance, in the reliability of suppliers.

The approach is that, as part of any assessment of a supplier's technical and professional ability, contracting authorities should ensure that any failure by the supplier to provide satisfactory performance of previous contracts is taken into account in the assessment of whether specified minimum standards for reliability for such contracts are met. Canada may re-assess reliability based on past performance before key points in this procurement process, as a result suppliers may be asked to update the evidence they provide to reflect more recent performance on new or existing contracts (or to confirm that nothing has changed).

Respondents must work with 2 clients to have the clients complete and submit to SSC a Certificate of Performance – Overall Satisfaction Rating (Appendix C) based on the Past Performance Evaluation Grid (Appendix D). The evaluation grid will be used by the client to complete the Certificate of Performance – Overall Satisfaction Rating of the following combined measures: the Technical Quality of the Product/Service; the overall Project Cost; the overall Project Schedule; and, the Project Business Management and Relationship.

The individual client providing the Certificate of Performance – Overall Satisfaction Rating are required to submit the Certificate to SSC via SSC.consultation-consultation.SPC@canada.ca by the ITQ deadline. If any of those 2 clients is not already individually listed in Appendix B, the Respondent must add them.

By submitting a response, the Respondent certifies that it has worked with its 2 clients named in the Cross Reference to criteria PS-M3, and engaged them to forward the Certificates of Performance for the Overall Satisfaction Rating to SSC prior to ITQ closing.

If SSC does not receive the Certificate of Performance – Overall Satisfaction Rating directly from Respondent's clients prior to ITQ closing, the Contracting Authority will approach the Respondent's client(s) in writing at the email address supplied by the Respondent and will be given 5 working days to respond. Respondents' clients will only be provided with this opportunity once for each Client Reference. If the response is still not forthcoming, the Respondent will be deemed non-compliant



#	1.2.4 Print Services Mandatory Criteria	
PS-M3	Mandatory Criteria	Rating
	<p>Respondent's clients are required to submit 2 Certificates of Performance for the Overall Satisfaction Rating from clients in the Print Services Client References and Client List Table for the following, and submit Certificate to SSC via SSC.consultation-consultation.SPC@canada.ca by the ITQ closing:</p> <ul style="list-style-type: none"> a) Technical Quality of Product / Service b) Project Cost c) Project Schedule d) Project Business Management / Relationship <p>To be compliant, both of the client Certificates of Performance, found in Appendix C, must have Option A on the form completed with a statement of overall satisfaction. The Respondents will be non-compliant, if any of the 2 client Certificates of Performance has Option B on the form completed with the reasons for non-certification based on the evaluation grid found in Appendix D.</p> <p>Note: When the MPIS and the PS are the same named entity, the 2 Certificates of Performance for the Overall Satisfaction Rating of the MPIS can be used for the PS, as long as the Certificates Contract Customers are listed as clients on both the Managed Print Integration Services Client References and Client List Table and the Print Services Client References and Client List Table.</p>	<p>Pass or Fail</p>



1.2.5 Client References

The Respondent must list the Client References in the Print Services Client References and Client List Table found in Appendix B. At the discretion of SSC, all, some or a single client reference may be verified as part of the evaluation process in order to validate statements made within the technical proposal. If references are contacted their role will be to validate the information provided by the Respondent within this proposal.

#	1.2.5 Print Services Mandatory Criteria		
PS-M4	Mandatory Criteria	Rating	Cross Reference (Appendix B - PS Client References and Client List Table)
	<p>Respondent must provide 4 Canadian Client References for Print Devices under management⁹ that are currently in progress at the time of this ITQ closing with each having a Total Contract Value of at least \$5,000,000 or an 'annual' contract value of at least \$1,500,000.</p> <p>One of the 4 Client References must have at least 50 locations, spread across at least 10 Cities in at least 3 Provinces in Canada.</p> <p>One of the 4 Client References must be in the Public Sector.</p> <p>The Respondent must demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p> <p>Note: When the MPIS and the PS are the same named entity, the 4 Canadian Client References of the MPIS can be used for the PS, as long as the client references are listed as client references on both the Managed Print Integration Services Client References and Client List Table and the Print Services Client References and Client List Table.</p>	Pass or Fail	

⁹ In this context "under management" means a device provisioned to a client. The device must be:

- covered by a warranty (break / fix services) and a service contract inclusive of preventative maintenance (including parts) performed on-site by Print Service Provider personnel as well as consumables; or
- provisioned as part Managed Print Services.



1.2.6 Certificate of Performance - Individual Ratings

Canada will randomly contact clients from the Print Services Client References and Client List Table (Appendix B) and provide them with the Certificate of Performance - Individual Ratings found in Appendix E and the Past Performance Evaluation Grid found in Appendix F. The evaluation grid should be used by the client to complete the Certificate of Performance - Individual Ratings.

The clients providing the Certificate of Performance – Individual Ratings should submit the Certificate to SSC via SSC.consultation-consultation.SPC@canada.ca by the deadline specified in the letter requesting the client reference.

#	1.2.6 Print Services Rated Technical Criteria	
PS-R4	Rated Criteria	Point Scales
	<p>Canada will randomly contact clients from the Print Services Client References and Client List Table found in Appendix B in order to request and receive from 2 separate clients the Certificate of Performance - Individual Ratings found in Appendix E for the following measures:</p> <ul style="list-style-type: none"> i. Reliability ii. Project Cost iii. Order Accuracy iv. Delivery and Timelines v. Quality vi. Business Relations vii. Personnel viii. Customer Support ix. Responsiveness <p>Minimum Score per Client Certificate 25 pts Maximum Score for Client Certificate 45 pts Maximum Score for 2 Client Certificates 90 pts</p>	<p>For each measure in the Rated Criteria:</p> <ul style="list-style-type: none"> Unsatisfactory: 0 pts Marginal: 2 pts Satisfactory: 3 pts Very Good: 4 pts Exceptional: 5 pts <p>Each of the 2 Client Certificates must score a minimum of 25 points otherwise the Client Certificate will score 0 pts.</p>



1.2.7 Expertise, Strategy and Methodology

The Level of Understanding and Completeness Evaluation Grid – Exceptional, Comprehensive, Adequate, Marginal and Insufficient found in Appendix G will be used to evaluate PS-R5.

1.2.7 Print Services Rated Technical Criteria			
#	Rated Criteria	Point Scales	Cross Reference (Appendix B - PS Client References and Client List Table and ITQ Response and/or Appendix B.1)
PS-R5	<p>Respondent should demonstrate, for any of its Clients from the Print Services Client References and Client List Table and/or Print Services Contract List Table, its Expertise, Strategy and Methodology in each the following six areas:</p> <ul style="list-style-type: none"> a) Assessment and optimization methodology utilized to meet a client's business requirements for their print environment. b) The process of transitioning into a client's print environment. c) Management and governance of sub-contractors d) Security capabilities, measures and practices in the print environment. e) Continuous Improvement f) Managed Content Services <p>Maximum Score 60 pts</p>	<p>Demonstrated Level of Understanding and Completeness from the grid found in Appendix G for each of the five areas:</p> <ul style="list-style-type: none"> Exceptional 10 pts Comprehensive 8 pts Adequate 6 pts Marginal 4 pts Insufficient 0 pts 	



APPENDIX A – Managed Print Integration Services Client References and Client List Table

(MPIS-M1, M2, M3 and M4, and MPIS-R1, R2, R3, R4, R5 and R6)

Provide Sufficient Client Contacts to Substantiate Mandatory and Rated Criteria. Examples provided in the table below.

#	Four Client References and Additional Client Contact Coordinates Private/Public ^(I) Managed ^(II)	Contract				Managed Print Services Metrics SLA Measures & Services	Supported Print Manufacturers ^(III)	Managed Service Provinces, Cities and Locations ^(IV)
		Total Contract Value Initial / Renewal ^(V)	Start Date ^(VI)	End Date ^(VII)	Option Years			
1.	<p>Client Reference #1: Company Inc. (Private) Managed Print</p> <p>Dan Smith CIO 123 City Street City, Province (111) 111-1111 DSmith@company.ca</p> <p>Project Description:</p>	<p>Project Name: TCV = \$18M</p> <p>Renewal</p>	Jan. 1, 2013	Dec 31, 2018	3 x 1 yr.	<p>Service Metrics: 50,000 users , 150 locations, 5000 devices and 1 M impressions.</p> <p>SLA Measures: X% 1st call resolution for x% of the calls.</p> <p>Services: Service Desk (Bi-lingual, 24 x 7, 365) On-site Support (4 hrs) Warranty Consumables.</p>	ABC Printers DEF Printers GHI Printers	Canada (50) Ontario Ottawa Toronto Quebec Alberta Nunavut
2.	Client Reference #2:							
3.	Client Reference #3:							
4.	Client Reference #4:							
5.	Additional Clients #5:							
<p>Client References and Client List Table Definitions: (I) Private / Public: Private – classify the client as private or public sector - see Definitions</p>								



(II) Managed Print Services - see Definitions

(III) Supported Manufacturers: identify 3rd party print manufacturer(s) devices you support for the client.

(IV) Service Regions: locations by geography where services are delivered to the client. For greater clarity, multiple buildings in the same city are considered a single service region. For the purpose of this table, report locations by cities/province.

(V), (VI) & (VII): Canada will accept the start date of the first agreement and the end date of the agreement that finishes the latest, and the cumulative dollar value.

APPENDIX A.1 – Managed Print Integration Services Contract List Table

(MPIS-M1, M2 and MPIS-R1, R2, R4, R5, R6)

Provide Sufficient Contract details to Substantiate Mandatory and Rated Criteria. Examples provided in the table below.

Private/Public Sector ^(I)	Contract			Number of Managed Print Devices ^(II)
	Contract Number	Start Date ^(III)	End Date ^(IV)	
Public Sector	001	Jan. 1, 2013	Dec 31, 2018	10
Public Sector	008	Jan. 1, 2014	Dec. 31, 2019	120
Public Sector	035	Apr. 1, 2013	Mar. 31, 2017	35
a) Sub-Total Public Sector:				165
Private Sector	004	Nov. 1, 2011	Oct. 31, 2016	20
Private Sector	550	Apr. 1, 2010	Mar. 31, 2018	15
Private Sector	820	Jan. 1, 2012	Dec. 31, 2016	90
b) Sub-Total Private Sector:				125
c) Grand-Total (a+b):				290
Contract List Table Definitions: (I) Private / Public Sector: Private – classify the client as private or public sector - see Definitions (II) Managed Print Devices - see Definitions (III) & (IV): Canada will accept the start date of the first agreement and the end date of the agreement that finishes the latest.				



APPENDIX B – Print Services Client References and Client List Table

(PS-M1, M2, M3 and M4, and PS-R1, R2, R3, R4, and R5)

Provide Sufficient Client Contacts to Substantiate Mandatory and Rated Criteria. Examples provided in the table below.

#	Four Client References And Additional Client Contact Coordinates Private/Public ⁽ⁱ⁾ Managed or Fleet ⁽ⁱⁱ⁾	Contract				Print Devices and or Managed Print Devices Metrics SLA Measures Services	Supported Print Manufacturers ⁽ⁱⁱⁱ⁾	Print and Managed Print Service Provinces, Cities and Locations ^(iv)
		Total Contract Value Initial / Renewal ^(v)	Start Date ^(vi)	End Date ^(vii)	Option Years			
1.	<p>Company Inc. (Private) Managed Print</p> <p>Dan Smith CIO 123 City Street City, Province (111) 111-1111 DSmith@company.ca</p> <p>Project Description:</p>	<p>TCV = \$18M</p> <p>Renewal</p>	Jan. 1, 2013	Dec 31, 2018	3 x 1 yr.	<p>Service Metrics: 50,000 users , 150 locations, 5000 devices and 1 M impressions.</p> <p>SLA Measures: X% 1st call resolution for x% of the calls.</p> <p>Services: Service Desk (Bi-lingual, 24 x 7, 365) On-site Support (4 hrs) Warranty Consumables.</p>	<p>ABC Printers DEF Printers GHI Printers</p>	<p>Canada (50) Ontario Ottawa Toronto</p> <p>Quebec</p> <p>Alberta</p> <p>Nunavut</p>
2.	Client Reference #2:							
3.	Client Reference #3:							
4.	Client Reference #4:							
5.	Additional Clients #5:							



Client List Table Definitions:

- (I) Private / Public: Private – classify the client as private or public sector - see Definitions.**
- (II) Print Devices and/or Managed Print Devices - see Definitions.**
- (III) Supported Manufacturers: identify 3rd party print manufacturer(s) devices you support for the client.**
- (IV) Service Regions: locations by geography where services are delivered to the client. For greater clarity, multiple buildings in the same city are considered a single service region. For the purpose of this table, report locations by cities/province.**
- (V), (VI) & (VII): Canada will accept the start date of the first agreement and the end date of the agreement that finishes the latest, and the cumulative dollar value.**

APPENDIX B.1 – Print Services Contract List Table

(PS-M1, M2 and PS-R1, R2, R3, and R5)

Provide Sufficient Contract details to Substantiate Mandatory and Rated Criteria. Examples provided in the table below.

Private/Public Sector ^(I)	Print Devices Type	Contract			Number of Print Devices ^(III) per Canadian Province and Territory ^(III)														Total
		Contract Number	Start Date ^(V)	End Date ^(VI)	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	NU	NT	YT		
Public Sector	Non-MFD	14	Jan. 1, 2013	31-Dec-18	20	30		15	80	55									200
Public Sector	Non-MFD	38	Jan. 1, 2014	Dec. 31, 2019							25	40	15	75					155
Public Sector	Non-MFD	89	Apr. 1, 2013	Mar. 31, 2017			10									10	5	5	30
a) Sub-Total Non-MFD Public Sector:					20	30	10	15	80	55	25	40	15	75	10	5	5	385	
Public Sector	MFD ^(IV)	14	Jan. 1, 2013	31-Dec-18	35	40		15	125	80									295
Public Sector	MFD ^(IV)	38	Jan. 1, 2014	Dec. 31, 2019							25	25	15	45					110
Public Sector	MFD ^(IV)	89	Apr. 1, 2013	Mar. 31, 2017			10									5	15	5	35
b) Sub-Total MFD Public Sector:					35	40	10	15	125	80	25	25	15	45	5	15	5	440	
c) Total MFD Public Sector (b x 3):					105	120	30	45	375	240	75	75	45	135	15	45	15	1320	
d) Total Public Sector (a+c)					125	150	40	60	455	295	100	115	60	210	25	50	20	1705	
Private Sector	Non-MFD	29	Nov. 1, 2011	Oct. 31, 2016					220	140									360
Private Sector	Non-MFD	82	Apr. 1, 2010	Mar. 31, 2018	90	110	10										5		215
Private Sector	Non-MFD	158	Jan. 1, 2012	Dec. 31, 2016							90			60					150
e) Sub-Total Non-MFD Private Sector:					90	110	10		220	140	90			60			5	725	
Private Sector	MFD ^(IV)	29	Nov. 1, 2011	Oct. 31, 2016					250	125									375
Private Sector	MFD ^(IV)	82	Apr. 1, 2010	Mar. 31, 2018	70	120	10										5		205
Private Sector	MFD ^(IV)	158	Jan. 1, 2012	Dec. 31, 2016							60			45					105
f) Sub-Total MFD Private Sector:					70	120	10		250	125	60			45			5	685	
g) Total MFD Private Sector (f x 3):					210	360	30		750	375	180			135			15	2055	
h) Total Private Sector (e+g):					300	470	40		970	515	270			195			20	2780	
i) Grand-Total (d+h):					425	620	80	60	1425	810	370	115	60	405	25	70	20	4485	

Client List Table Definitions:

(I) Private / Public: Private – classify the client as private or public sector - see Definitions.

(II) Print Devices - see Definitions.

(III) Province and territory codes are from Canada Post (<https://www.canadapost.ca/tools/pg/manual/PGaddress-e.asp?ecid=murl10006450%20-%201442131#1442131>)

(IV) Only include number of single MFD devices. Do not multiply by 3 as totals c) and g) do that.

(V) (V) & (VI): Canada will accept the start date of the first agreement and the end date of the agreement that finishes the latest.



APPENDIX C – Certificate of Performance – Overall Satisfaction Rating

(MPIS M3 and PS M3)

Certificate of Performance - Overall Satisfaction Rating	
Certificate of Performance as requested by:	Shared Services Canada
Requested under Solicitation Notice:	<i>(Fill in Solicitation Number)</i>
Name of Entity Providing Certificate:	<i>(Customer or Supplier for Self Certification)</i>
Certificate of Performance – Contract Information	
Name of Contract Customer (“Customer”):	<i>(Registered Name)</i>
Name of Contracted Supplier (“Supplier”):	<i>(Registered Name)</i>
Contract Title (“Contract”):	<i>(Agreed Contract Name for Contract)</i>
PUBLIC SECTOR CONTRACTS ONLY – Award Notice Reference:	<i>(Fill in Jurisdiction / Service - Solicitation Number)</i>
Customer Representative Submitting Certificate – Contact Details (further queries may be requested)	
Source Contact Name:	<i>(Name of source authorized by entity providing Certificate)</i>
Source Contact Address:	<i>(Authorized source business address)</i>
Source Contact Direct Line:	<i>(Authorized source direct telephone number)</i>
Source Contact E-mail:	<i>(Authorized source e-mail)</i>
Additional Contract Detail	
Description of the Project Components: 1. Technical Quality of Products / Services 2. Project Cost 3. Project Schedule 4. Project Business Management and Relationship	<i>(Please Provide a Brief Description maximum 75 words)</i>
Total contract value:	<i>(Monetary value CDN \$)</i>
Contract start date:	<i>(dd/mm/yyyy)</i>
Contract end date:	<i>(dd/mm/yyyy)</i>
Performance (Please submit either Option A or B)	
OPTION A: Certificate of Performance	
Based on the Past Performance Evaluation Grid we hereby certify that, to the best of our knowledge and belief, the Supplier has satisfactorily supplied the goods and/or services described above in the Additional Contract Detail section and listed here, in accordance with the Contract: 1. Technical Quality of Products / Services 2. Project Cost 3. Project Schedule 4. Project Business Management and Relationship	Please provide an overall statement of satisfaction if you would not hesitate to use this supplier again for the items and/or services delivered in accordance with the Contract:
OR	
Option B: Non-certification	
We are unable to certify that the Supplier has satisfactorily supplied the goods and/or services described in the table above and listed here, in accordance with the Contract for the following reasons: 1. Technical Quality of Products / Services 2. Project Cost 3. Project Schedule 4. Project Business Management and Relationship	Using the Past Performance Evaluation Grid please provide a reason or reasons why performance was not in accordance with the Contract:
<p>Whilst the information in this Certificate has been provided in good faith in the belief that it is truthful and accurate, the Customer does not assume any responsibility or any liability nor make any guarantee, representation or warranty as to the contents of this Certificate. The Customer shall not be liable for and hereby excludes liability for any loss, damage (including any special, exemplary, indirect, incidental, consequential damages, costs or associated legal fees) that may be suffered as a result of use of the Certificate and its content, to the fullest extent permitted by law. Nothing in this Certificate shall affect, or constitute a waiver of, the Customer's rights or remedies in relation to the Contract. By submitting this information ("Certificate") you are agreeing that it may be retained by SSC, and it may be added to the records of any future Government of Canada Past Performance program.</p>	

APPENDIX D - Certificate of Performance - Overall Satisfaction - Criteria Rating Grid

(MPIS-M3 and PS-M3)

Past Performance Evaluation Grid – Exceptional, Very Good, Satisfactory, Marginal and Unsatisfactory

Criteria	Ratings				
	Exceptional – Overview Multiple exceptional events or a single material event No significant weaknesses	Very Good – Overview A significant event of benefit No significant weaknesses identified	Satisfactory – Overview Only minor problems or major problems recovered without impact. No significant weaknesses identified Key principle - contractors will not be lower than Satisfactory solely for not going beyond the requirements	Marginal – Overview Identify a significant event in each category and state the impact. Reference management tools used for Contractor notification of deficiencies (e.g. quality, safety, or environmental deficiency reports, letters etc.).	Unsatisfactory – Overview Multiple significant events or single material event, state customer impact. Reference management tools used for Contractor notification of deficiencies (e.g. quality, safety, or environmental deficiency reports, letters etc.).
Technical Quality of Products / Services	Met all performance requirements Exceeded 20 % or more Minor problems - highly effective corrective actions Improved performance/quality results	Met all performance requirements Exceeded 5% or more Minor problems - effective corrective actions	Met all performance requirements Minor problems - satisfactory corrective actions	Some performance requirements not met Serious performance problems - Ineffective corrective actions	Most performance requirements not met Recovery not likely
Project Cost (Control)	Significant reduction overall cost/price Meets all contract requirements Reduced cost estimates, 10% or more Use of value engineering – et al. Quickly resolved cost issues Highly effective correction facilitated cost reduction	Reduction in overall cost/price Meets all contract requirements Reduced cost estimates, 5% or more Use of value engineering – et al. Quickly resolved cost issues Effective correction facilitated cost reduction	Met cost/price estimates Met all contract requirements Use of value engineering – et al. Resolved cost issues Effective correction kept overall expenditures within limits	Did not meet cost/price estimates Inadequate corrective action plans No innovative techniques to bring overall expenditures within limits	Significant cost overruns Not likely to recover cost control
Project Schedule (Timeliness)	Significantly exceeded delivery requirements - all on-time Many early beneficial deliveries Quickly resolved delivery issues Highly effective corrective actions	On-Time deliveries Some early beneficial deliveries Resolved delivery issues Effective corrective actions.	On-time deliveries Minor problems Did not affect delivery schedule	Some late deliveries No corrective actions	Many late deliveries Negative cost impact - loss of capability Ineffective corrective actions Not likely to recover
Project Business Mgmt. / Relationship	Highly professional - Responsive Proactive Significantly exceeded expectations High user satisfaction Significantly exceeded subcontractor goals Minor changes implemented at no cost Limited and timely change proposals	Professional - responsive Exceeded expectations User satisfaction Exceeded subcontractor goals Limited and timely change proposals	Professional - reasonably responsive Met expectations Adequate user satisfaction Met subcontractor goals Reasonable change proposals	Less professionalism and responsiveness Low user satisfaction No attempts to improve relations Unsuccessful meeting subcontractor goals Unnecessary and untimely change proposals	Delinquent responses - lacks cooperative spirit Unsatisfied user Unable to improve relations Significantly under subcontractor goals Excessive unnecessary change to correct poor mgmt. Significant + untimely change proposals



APPENDIX F - Certificate of Performance - Individual Ratings - Criteria Rating Grid

(MPIS-R3 and PS-R4)

The following evaluation guide is for Client References to reflect on vendor performance.

Criteria	Past Performance Evaluation Grid – Exceptional, Very Good, Satisfactory, Marginal and Unsatisfactory				
	Exceptional – Overview Multiple exceptional events, or a single material event No significant weaknesses	Very Good – Overview A significant event of benefit No significant weaknesses identified	Satisfactory – Overview Only minor problems or major problems recovered without impact. No significant weaknesses identified Key principle - contractors will not be lower than Satisfactory solely for not going beyond the requirements	Marginal – Overview Identify a significant event in each category and state the impact Reference mgmt. tools used to notify the contractor of the contractual deficiencies (e.g., quality, safety, or environmental deficiency reports, or letters)	Unsatisfactory – Overview Multiple significant events or single material event, state customer impact. Reference mgmt. tools used to notify the contractor of the contractual deficiencies (e.g., quality, safety, or environmental deficiency reports, or letters)
Reliability: How reliably do you think this company follows through on its commitments?	Met all reliability requirements Exceeded 20 % or more Minor problems - highly effective corrective actions Improved reliability results	Met all reliability requirements Exceeded 5% or more Minor problems - effective corrective actions	Met all reliability requirements Minor problems - satisfactory corrective actions	Some reliability requirements not met Serious reliability problems - Ineffective corrective actions	Most reliability requirements not met Recovery not likely
Project Cost: How closely did your final total costs correspond to your expectations at the beginning of the transaction?	Significant reduction overall cost/price Meets all contract requirements Reduced cost estimates, 10% or more Use of value engineering – et al. Quickly resolved cost issues Highly effective correction facilitated cost reduction	Reduction in overall cost/price Meets all contract requirements Reduced cost estimates, 5% or more Use of value engineering – et al. Quickly resolved cost issues Effective correction facilitated cost reduction	Met cost/price estimates Met all contract requirements Use of value engineering – et al. Resolved cost issues Effective correction kept overall expenditures within limits	Did not meet cost/price estimates Inadequate corrective action plans No innovative techniques to bring overall expenditures within limits	Significant cost overruns Not likely to recover cost control
Order Accuracy: How well do you think the product/service delivered matched your order specifications and quantity?	Significantly exceeded order accuracy requirements - all accurate and on-time Many order benefits identified (volume discounts, alternate items for out stock, reserved items) Quickly resolved order issues Highly effective corrective actions	Accurate Orders Some order benefits identified (volume discounts, alternate items for out stock, reserved items) Resolved inaccuracy issues Effective corrective actions.	Accurate orders Minor problems Did not affect delivery schedule	Some inaccurate orders No corrective actions	Many inaccurate orders Negative cost impact - loss of capability Ineffective corrective actions Not likely to recover
Delivery and Timelines: How satisfied do you feel about the timelines of the product/service delivery?	Significantly exceeded delivery requirements - all on-time Many early beneficial deliveries Quickly resolved delivery issues Highly effective corrective actions	On-Time deliveries Some early beneficial deliveries Resolved delivery issues Effective corrective actions.	On-time deliveries Minor problems Did not affect delivery schedule	Some late deliveries No corrective actions	Many late deliveries Negative cost impact - loss of capability Ineffective corrective actions Not likely to recover
Quality: How satisfied do you feel about the quality of the product/services provided by this company?	Met all performance requirements Exceeded 20 % or more Minor problems - highly effective corrective actions Improved performance/quality results	Met all performance requirements Exceeded 5% or more Minor problems - effective corrective actions	Met all performance requirements Minor problems - satisfactory corrective actions	Some performance requirements not met Serious performance problems - Ineffective corrective actions	Most performance requirements not met Recovery not likely



Table Continued from Previous Page

Past Performance Evaluation Grid – Exceptional, Very Good, Satisfactory, Marginal and Unsatisfactory					
Criteria (Cont'd)	Exceptional – Overview	Very Good – Overview	Satisfactory – Overview	Marginal – Overview	Unsatisfactory – Overview
	Multiple exceptional events, or a single material event No significant weaknesses	A significant event of benefit No significant weaknesses identified	Only minor problems or major problems recovered without impact. NO significant weaknesses identified Key principle - contractors will not be lower than Satisfactory solely for not going beyond the requirements	Identify a significant event in each category and state the impact Reference mgmt. tools used to notify the contractor of the contractual deficiencies (e.g., quality, safety, or environmental deficiency reports, or letters)	Multiple significant events or single material event, state customer impact. Reference mgmt. tools used to notify the contractor of the contractual deficiencies (e.g., quality, safety, or environmental deficiency reports, or letters)
Business Relations: How easy do you think this company is to do business with?	Highly professional – responsive and proactive Significantly exceeded expectations High user satisfaction Significantly exceeded subcontractor goals Minor changes implemented at no cost Limited and timely change proposals	Professional - responsive Exceeded expectations User satisfaction Exceeded subcontractor goals Limited and timely change proposals	Professional - reasonably responsive Met expectations Adequate user satisfaction Met subcontractor goals Reasonable change proposals	Less professionalism and responsiveness Low user satisfaction No attempts to improve relations Unsuccessful meeting subcontractor goals Unnecessary and untimely change proposals	Delinquent responses - lacks cooperative spirit Unsatisfied user Unable to improve relations Significantly under subcontractor goals Excessive unnecessary change to correct poor mgmt. Significant + untimely change proposals
Personnel: How satisfied do you feel about the attitude, courtesy, and professionalism of this company's staff?	Highly positive attitude, highly courteous Professional - Responsive Proactive Significantly exceeded expectations High user satisfaction Significantly exceeded subcontractor goals Minor changes implemented at no cost Limited and timely change proposals	Positive attitude, courteous, professional - responsive Exceeded expectations User satisfaction Exceeded subcontractor goals Limited and timely change proposals	Positive attitude, courteous, professional - reasonably responsive Met expectations Adequate user satisfaction Met subcontractor goals Reasonable change proposals	Less positive attitude, less courteous Professional and responsive Low user satisfaction No attempts to improve relations Unsuccessful meeting subcontractor goals Unnecessary and untimely change proposals	Negative attitude, not courteous, lacks professionalism Delinquent responses - lacks cooperative spirit Unsatisfied user Unable to improve relations Significantly under subcontractor goals Excessive unnecessary change to correct poor mgmt. Significant + untimely change proposals
Customer Support: How satisfied do you feel about customer support you received from this company?	Highly professional - responsive and proactive Significantly exceeded expectations High user satisfaction Significantly exceeded subcontractor goals Minor changes implemented at no cost Limited and timely change proposals	Professional - responsive Exceeded expectations User satisfaction Exceeded subcontractor goals Limited and timely change proposals	Professional - reasonably responsive Met expectations Adequate user satisfaction Met subcontractor goals Reasonable change proposals	Less professionalism and responsiveness Low user satisfaction No attempts to improve relations Unsuccessful meeting subcontractor goals Unnecessary and untimely change proposals	Delinquent responses - lacks cooperative spirit Unsatisfied user Unable to improve relations Significantly under subcontractor goals Excessive unnecessary change to correct poor management Significant + untimely change proposals
Responsiveness: How responsive do you think this company was to information requests, issues, or problems that arose in the course of the transaction?	Highly professional - responsive and proactive Significantly exceeded expectations High user satisfaction Significantly exceeded subcontractor goals Minor changes implemented at no cost Limited and timely change proposals	Professional - responsive Exceeded expectations User satisfaction Exceeded subcontractor goals Limited and timely change proposals	Professional - reasonably responsive Met expectations Adequate user satisfaction Met subcontractor goals Reasonable change proposals	Less professionalism and responsiveness Low user satisfaction No attempts to improve relations Unsuccessful meeting subcontractor goals Unnecessary and untimely change proposals	Delinquent responses - lacks cooperative spirit Unsatisfied user Unable to improve relations Significantly under subcontractor goals Excessive unnecessary change to correct poor management Significant + untimely change proposals

APPENDIX G - Level of Understanding & Completeness Criteria Rating Grid

(MPIS-R4, R5 and R6, and PS-R5)

The following evaluation guide reflects Respondent's understanding and completeness of requirements.

Level of Understanding and Completeness	Description
EXCEPTIONAL understanding / completeness	<p>Respondent demonstrates excellence in their degree of understanding and completeness in their response to the requirement. Proposal:</p> <ul style="list-style-type: none"> • has exceeded expectations for the requirement; • provided a level of detail beyond expectations; • demonstrated strengths, no errors, weaknesses or omissions; • where applicable, has tailored all responses to the Project; and/or • highly consistent with the remainder of the Respondent's proposal.
COMPREHENSIVE understanding / completeness	<p>Respondent demonstrates a high degree of understanding and completeness in their response to the requirement. Proposal:</p> <ul style="list-style-type: none"> • has fully addressed the requirement; • provided a significant level of detail; • some minor errors, risks, weaknesses or omissions, which may be acceptable as offered; • where applicable has tailored the majority of its responses to the Project; and/or • is consistent with the remainder of the Respondent's proposal.
ADEQUATE understanding / completeness	<p>Respondent demonstrates an expected degree of understanding and completeness in their response to the requirement. Proposal:</p> <ul style="list-style-type: none"> • has generally addressed the requirement; • provided an acceptable level of detail; • some errors, risks, weaknesses or omissions, which can be corrected/overcome with minimal effort; • where applicable, has some minor tailoring of its responses to the Project; and/or • is consistent along with some minor inconsistency with sections of the Respondent's proposal.
Marginal understanding / completeness	<p>Respondent demonstrates a limited degree of understanding and completeness in their response to of the requirement. Proposal:</p> <ul style="list-style-type: none"> • has partially addressed the requirement; • has provided a minimal level of detail; • some errors, risks, weaknesses or omissions, which are possible to correct/overcome with a material effort; • where applicable, has minimal tailored its responses to the Project; and/or • has some consistency along with some major inconsistency with sections of the Respondent's proposal.
INSUFFICIENT understanding /completeness	<p>Respondent demonstrates a highly limited to no degree of understanding and completeness in their response to the requirement. Proposal:</p> <ul style="list-style-type: none"> • has not addressed the requirement; • has not provided a sufficient level of detail; • numerous errors, risks, weaknesses or omissions, which are very difficult to correct/overcome and make acceptable; • where applicable has not tailored its response to the Project; and/or • is almost entirely or completely inconsistent with the remainder of the Respondent's proposal.