

NOTICE OF PROPOSED PROCUREMENT (NPP)
For
TASK BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS)

GSIN: D302A INFORMATICS PROFESSIONAL SERVICES

Reference Number:	N/A	Solicitation Number:	IC183216
Organization Name:	Innovation, Science and Economic Development Canada – Canadian Intellectual Property Office		
Solicitation Date:	2016-11-16	Closing Date:	2016-12-01 @ 02:00 PM Eastern Daylight Saving Time EDT
Anticipated Start Date:	2017-01-01		
Estimated Delivery Date:	N/A	Estimate Level of Effort:	220 days / year
Contract Duration:	<i>The initial contract period will be from date of contract award and ends one (1) year after with two (2) irrevocable options to extend it for one (1) year.</i>		
Solicitation Method:	Competitive	Applicable Trade Agreements:	WTO-AGP, NAFTA, AIT, Canada-Chile, Canada-Colombia, Canada-Panama, Canada-Peru
Comprehensive Land Claim Agreement Applies:	No	Number of Contracts:	1

Requirement Details

Tendering Procedure: Selective Tendering

This requirement is open only to those TBIPS Supply Arrangement Holders who qualified under Tier 1 for services in the National Capital Region for the following category:

One (1) Level 3 – Project Executive Consultant

The following SA Holders are invited to submit a proposal:

1. 2707209 Canada Inc. o/a Kleins Consulting
2. A. Net Solutions Inc.
3. Adhartas Consulting Inc.
4. Alika Internet Technologies
5. Beyond Technologies Consulting Inc.
6. Compugen Incorporated
7. CORE Software Corp
8. Deloitte Inc.
9. Emerion
10. Facilite Informatique Canada Inc.
11. Groupe Intersol Group Ltd.
12. Inround Innovations Incorporated, 3056058 Canada Inc., IN
JOINT VENTURE
13. MERAK Systems Corporation
14. Microsoft Canada Inc.
15. Modis Canada Inc.
16. S. I. Systems Ltd.
17. Solutions Moerae Inc.

18. Systemscope Inc.
19. The Herjavec Group

1.0 TITLE

Senior Project Executive for the CIPO IT Modernization Program

2.0 BACKGROUND

The current state of the Canadian Intellectual Property Office's (CIPO) Information Technology (IT) systems impacts the organization's ability to fulfill its vision and mandate in an effective manner. Outdated IT systems also constrain CIPO from operating efficiently, and have affected its capacity to meet modern-day demands and business needs of its customers. Furthermore, the cost of maintaining multiple systems that cannot be integrated poses a serious financial and operational risk for the organization.

In 2013, a CIPO IT Modernization initiative was established to replace outdated, aging, costly and inflexible legacy IT systems with modern, industry proven, component-based, agile technologies — while concurrently, aligning to and leveraging Government of Canada enterprise standards and solutions.

CIPO IT Modernization is concerned with providing the organization with efficient and responsive information technology systems that support CIPO's ability to encourage innovation and respond to the Intellectual Property Community's business needs, while also helping maintain a dynamic regulatory framework to respond to business Intellectual Property needs.

As such the two areas of focus for CIPO IT Modernization are:

- improving the online customer experience, and
- transitioning the organization to a modernized set of industry proven technologies.

The modernization of CIPO's IT infrastructure will be achieved through a carefully scoped and executed sequence of IT projects over a 5-7 year time frame, to ensure that CIPO is able to learn from and build upon early implementations. This iterative process, known as the "component-based" approach, will ensure that continuous improvements in capabilities and efficiencies can be progressively realized as the portfolio of projects unfolds for maximum realization of benefits. The projects are being managed under an umbrella which is referred to as IT Modernization.

A Program Management approach is being taken for CIPO IT Modernization wherein:

1. Replace outdated, costly and inflexible legacy IT systems with more current, industry proven, component based, agile technologies -- and leveraging GC enterprise standards solutions (where defined).
2. IT-enable the modernization of CIPO business processes to ensure the most efficient and effective use of CIPO resources in the processing, delivery and administration of CIPO's products and services supporting IP rights.
3. Enhance access to and the value proposition of CIPO's IP products and services targeted to IP owners/innovators, partners and other key vested interest stakeholders.
4. Improve CIPO business processes and associated IT system design and development agility, with an aim to more proactively respond to changes and evolving needs in the IP regulatory environment and stakeholder community.

To ensure strategic alignment of IT Modernization Program investments to Government of Canada (GC) priorities, the CIPO Business Strategy and ensure maximum benefits realization overtime, CIPO will adopt a Program Management approach based on the Managing Successful Programmes (MSP) methodology from the Office of Government Commerce (OGC) in the United Kingdom, This methodology will provide a framework that integrates and reconciles competing demands for resources and manage risk within a context and control framework for the various sub-projects that will make up the portfolio of the Program.

The goal of the Program will be to manage the transition of the IT solutions developed and delivered by the various IT modernization Projects into CIPO's business operations, while at the same time maintaining our business performance and effectiveness. This will be accomplished by:

- Initiating a series of projects and activities each providing incremental improvements leading to progressive benefit realization.
- Using a component based architecture and building block investment approach.
- Leveraging and adopting GC Enterprise Standard solutions (where defined) and Commercial Off the Shelf (COTS) solutions to streamline and consolidate technology and platforms, while promoting reuse across CIPO Product Lines.
- Managing the scope of individual projects and activities to reduce risk and complexity.
- Ensuring all projects in the program contribute to improving CIPO's ability to effectively deliver on its mission and mandate.
- Balancing projects having strong business benefits and ROI (return on investment) with those that are necessary to support better business decisions and practices.
- Following a program management discipline based on *Managing Successful Programmes* (MSP).

2.1 Program Management Principles

The IT Modernization Program represents a major transformational change for CIPO, bringing complexity, risk, many interdependencies to manage, and conflicting priorities to resolve.

A Program Management approach will provide a structured framework to help CIPO avoid these pitfalls and achieve its transformational goals.

CIPO has elected to generally follow the Managing Successful Programmes approach to Program Management for the IT Modernization Program because it is a proven program management best-practice for successful transformational change, drawn from the experiences of both public and private sector organization.

The IT Modernization Program will be managed in accordance with a set of established principles, enhancing its ability to achieve the defined program objectives. The principles are:

- 1- Remaining aligned with corporate strategy: The program must be durable yet adaptable enough to keep pace with CIPO's strategy. The program will ensure that the strategic drivers are extended downwards into the governance of projects and business change activities.
- 2- Leading change: Seeing through change and moving an organization to a better future requires solid leadership. Leadership will provide clear direction, engender trust, engage stakeholders, solve problems and create novel solutions, and support the transition until new ways are established and embedded.

- 3- Envisioning and communicating a better future: A clear vision of the future state will be described and communicated. The program will be relevant as long as there is a need to achieve transformational change.
- 4- Focusing on the benefits and threats to them: The ultimate success of the program will be judged by its ability to realise the expected end benefits, and the continuing relevance of these benefits to the strategic context. Benefit realization management needs to be supported by effective risk management.
- 5- Adding value: The program only remains valid if it adds value to the sum of its constituent projects and major activities. If it is found to add nothing, then it is better to close the program and allow the projects to proceed independently.
- 6- Designing and delivering a coherent capability: The program will deliver a final capability. This requires internal coherence such that all quality requirements are optimised, being released into operational use according to a schedule delivering maximum incremental capability with minimal adverse operational impact. There will be rigorous identification and management of inter-project dependencies, so the program can focus on the bigger picture and not take on the responsibilities of project management. However clear direction will be given to the projects and regular reviews held to verify continual alignment to the program objectives and plans.
- 7- Learning from experience: A program is a learning organization in that it reflects upon and improves its own performance during its life. Programs in general perform better where members of the management team assume the attitude of being learners.

By its nature, the CIPO IT Modernization Program Office will be a temporary structure for the duration of the multiyear investment. The Program Office will oversee the successful execution of Program investment projects, as well as maximum benefits realization. Resourcing of the Office will be reflective of this temporary state.

3.0 OBJECTIVE

CIPO requires a senior project executive to manage several Project Managers, maintain program budget financials (actuals vs planned); resolve issues related to the project and escalate to senior management as required. Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems and work with a variety of project management tools.

4.0 TASKS

The Senior Project Executive is required to perform the following tasks but is not limited to:

4.1 General Description

- Work collaboratively with the Program Director to oversee the successful delivery of the program output and new capabilities for CIPO.
- Advise and assist the Program Director with the harmonization of IT Modernization Program business change, project output capabilities, and maximum benefits realization.
- Assist the Program Director with Program governance and harmonization of interests across all internal and external vested interest stakeholder groups.
- Provide guidance and act as an advisor to the Program Director and other CIPO Business and Enabling Function leads, as required to scope and address issues and propose risk mitigation strategies and tactics to ensure successful program delivery and benefits realization.
- In collaboration with the Management of Change Consultant, Change Leaders, Program Director, and

Business Sponsors, develop and refine Change Leadership strategies and plans.

- Provide advice and guidance to the Program Director on the successful delivery of new capabilities.

4.2 Key Responsibilities:

- Provide program management and oversight expertise to deliver against CIPO IT Modernization Program projects.
- Draft program plans, recommend program design, and proactively monitor overall program progress, identifying and recommending solutions to issues.
- Advise the Program Director on, and attend weekly I monthly CIPO IT Modernization Program meetings, as required.
- Conduct evaluations and analyses and prepare recommendation reports to the Program Director and CEO on strategic level issues and executive requirements related to CIPO IT Modernization Program strategies, plans and risk mitigation.
- Assess and recommend management action for resolution of risks and other issues that may arise.
- Assess and recommend management action to ensure overall integrity and coherence of the program environment to support each individual project within it.
- Assess and recommend management action to ensure architectural coherence within the program.
- Assess and recommend resourcing strategies, plans, and management action to ensure maximum efficiency in the allocation of resources and skills within the projects portfolio I projects dossier.
- Assess budget performance to plan, reporting areas of risk and recommending risk mitigation strategies.
- Engage vested interest stakeholders, as appropriate, to ensure their participation and buy in with the goals, approach, objectives, and deliverables of the CIPO IT Modernization Program.
- Assist the Program Sponsors, and the Program Director in securing the funding and necessary project management authorities from Treasury Board, as required for any Tier 1 projects as part of IT Modernization Program investments.
- Critically assess Program and Project Portfolio progress and advise the Program Director on issues, risks and mitigation tactics for assurance that CIPO IT Modernization Program investments continue to align with the Benefits Profile, Blueprint, Strategies and Plans.
- Initiate extra activities and other management interventions wherever gaps in the program are identified or issues arise.
- Prepare reports and briefings, in support of the Program Director on the progress of the program at regular intervals.
- Serve as Proxy to the Program Director in meetings, as determined by the Program Director.

4.3 As required responsibilities

- On an as-required basis, manage third-party contributions to deliverables (from internal functions such as: Finance, Corporate Strategy, Performance Measurement, Human Resources, etc.).
- Update the CIPO IT Modernization Program Benefits Profiles, Blueprint, Business Case, Program Plan, and other Strategies and Plans.
- Conduct assessments related to CIPO IT Modernization Investment Program issues, gaps and process improvements, as needed.
- Critically review drafts and advise the Program Director on Program alignment and quality of Tier 1 project PCRAs (Project Complexity and Risk Assessment), as required.
- Facilitate workshops and quarterly reviews for Senior Project Executive and business sponsors, as required by the Program Director
- On an as-required basis, critically assess and advise on communications with stakeholders to ensure alignment to the Program.
- Unless otherwise stated, conduct quarterly reviews and update all Program and governance artefacts (Business Case, Benefit Profiles, Program Plan, Projects Portfolio I Projects Dossier).
- Conduct monthly updates to program plan, health checks and other governance body presentations (IT Council, Program Assurance Committee, Business Improvement Committee, etc.).
- Conduct quarterly audits and evaluations on program compliance, risk, benefits realization and projects portfolio alignment and health of the extraction of benefits.
- On a schedule to be determined by the Program Director, facilitate reviews with vested interest stakeholders to ensure alignment of projects portfolio, successful delivery of projects portfolio capabilities, benefits capture and realization.

4.4 Deliverables

The Senior Project Executive will deliver on work products, as required by the ITM Program Director. Specific deliverables in support of the above will include:

- On an as-required basis, develop the following Executive Level products related to the CIPO IT Modernization Program Benefits Profile, Business Case, Projects Portfolio I Projects Dossier and Program Plan:
- Status reports / Health checks (high level quality assurance analysis of project management practice within a project);
- Oral Briefings based on presentation decks;
- Risk assessment reports;
- Documented Risk and Issues register entries; and,
- Program assurance compliance reports.
- On an as-required basis, develop a report that assesses the business and technical gaps between the CIPO

IT Modernization Program Blueprint and the design of the phases of the program (the “Tranches”) that will lead to step changes in project output capabilities.

- Develop the following products required in accordance with the MSP methodology:
 - Quality and Assurance Management strategy and plan;
 - Risk Management strategy and risk register;
 - Issues Management strategy and issues register;
 - Monitoring and control strategy and program plan;
 - Resource Management strategy and plan; and,
 - Information Management strategy and plan.

4.5 Constraints:

The contractor must abide with the government policies and standards, security, sensitivity and protection of the environment and conservation of information. Several Government wide initiatives might impact the Programs and portfolio of projects as well as the Innovation, Sciences and Economic Development Canada departmental initiatives.

4.6 Client Support:

The consultant will be provided with the following:

- . A workstation
- . A computer, not a laptop
- . Software (MS Office, Visio, MS Project, Time Reporting System,)
- . Email account

NOTE: Neither a land line phone nor a cell phone will be provided.

4.7 Official Languages:

The Senior Project Executive must be fluent in either English or French. Written and oral communications through meetings emails and over the phone will be held in both French and English. All deliverables must be produced in English.

5.0 WORK LOCATION

The Senior Project Executive will carry out the majority of the work on CIPO premises located at 50 Victoria, Gatineau, Québec, during normal business hours. The expectation is that the Project Management Resource will be on site and accessible to CIPO staff during core hours (between 8AM — 4PM).

Any offsite work must be pre-authorized by the CIPO project authority in writing. If offsite work is approved, no protected and/or classified information may be removed from CIPO premises.

The Senior Project Executive may be required to attend occasional meetings at Innovation, Sciences and Economic Development Canada’s head office located at 235 Queen Street in Ottawa, ON.

6.0 TRAVEL

There are no requirements to travel outside of the National Capital Region (NCR).

Any travel, accommodation, and incidental expenses related to the conduct of the Work are the sole responsibility of the Contractor. No travel, accommodation, or incidental expenses will be reimbursed under the resulting Contract.

Security Requirement: PWGSC FILE # Common PS SRCL #4 applies

Minimum Corporate Security Required: FSC - SECRET

Minimum Resource Security Required: SECRET

Contract Authority:

Name: Stephanie Cleroux

Phone Number: 343-291-1358

Email Address: stephanie.cleroux2@canada.ca

To facilitate the process, Innovation, Science and Economic Development Canada has chosen to attach a copy of the RFP to this NPP to allow those suppliers who were not formally invited to bid on this requirement to submit a proposal should they wish to do so. Only suppliers listed on Annex A of this notice can submit a proposal *(Suppliers listed in Annex A of this notice should hereby consider themselves invited to bid (there is **no requirement** for the suppliers listed in Annex A to further request to be added to the invited bidders list).*

Note: Any resulting Questions and Answers (Q&A) related to this RFP will be posted on GETS as they are issued. No Q&A will be emailed directly to any suppliers. This list will not be updated if additional suppliers request copies of the bid solicitation.

Inquiries

Inquiries regarding this RFP requirement must be submitted to the Contracting Authority named above. Request for Proposal (RFP) documents will be e-mailed directly from the Contracting Authority to the Qualified Supply Arrangement Holders who are being invited to bid on this requirement. BIDDERS ARE ADVISED THAT "BUYANDSELL.GC.CA" IS NOT RESPONSIBLE FOR THE DISTRIBUTION OF SOLICITATION DOCUMENTS. The Crown retains the right to negotiate with any supplier on any procurement. Documents may be submitted in either official language.

NOTE: Task-Based Informatics Professional Services (TBIPS) Method of Supply is refreshed three (3) times per year. If you wish to find out how you can be a "Qualified SA Holder", please contact RCNMDAI-NCRIMOS@pwgsc.gc.ca

ANNEX A

List of suppliers

Only SA Holders listed below are eligible to submit a proposal in response to RFP # IC183216.

The following 265 suppliers are eligible as they were listed as pre-qualified as per the search done on November 15, 2016, based on the following search criteria:

Professional Service: TBIPS Supply Arrangement

Number of Resources and Level of Effort: 1x P.5 Project Executive - senior

Supplier Security Clearance: FSC - Secret

Document Safeguarding: None Required

Region/Metropolitan Area: National Capital Region (NCR)

Estimated Requirement Dollar Value Range: Greater than NAFTA to \$2 Million

01 Millennium Consulting Inc.

1019837 Ontario Inc.

2707209 Canada Inc. o/a Kleins Consulting

2Keys Corporation

4165047 Canada Inc.

4165047 CANADA INC., INNOVISION CONSULTING INC., IN JOINT VENTURE

49 Solutions Inc.

529040 ONTARIO INC and 880382 ONTARIO INC

6362222 CANADA INC., doing business as the Createch Group

7792395 Canada Inc.

A Hundred Answers Inc.

A. Net Solutions Inc.

A.S.G. Inc.

Accenture Inc.

Access Corporate Technologies Inc.

ADGA Group Consultants Inc.

Adhartas Consulting Inc.

Adirondack Information Management Inc., Amita Corporation, Artemp Personnel Services Inc., The AIM Group Inc., in JOINT VENTURE

ADIRONDACK INFORMATION MANAGEMENT INC., Valcom Consulting Group Inc., FlexEDGE Consulting Inc., IN JOINT VENTURE

ADRM Technology Consulting Group Corp.

ADRM Technology Consulting Group Corp. and Randstad Interim Inc

Aerotek ULC

Alcea Technologies Inc.

Alika Internet Technologies Inc.

Alivaktuk Consulting Inc. & NavPoint Consulting Group Inc. in JV
Altis Human Resources (Ottawa) Inc., and Excel Human Resources Inc., in Joint Venture
ALTRUISTIC INFORMATICS CONSULTING INC.
AMITA Corporation
Andrew Mazeikis, Andrew Lee
Apption Corporation
ARTEMP PERSONNEL SERVICES INC
Axio Solutions Inc.
AZUR HUMAN RESOURCES LIMITED
B.D.M.K. Consultants Inc.
BBG Management Corporation
BDO Canada LLP
Belham PDS Inc.
Bevertec CST Inc.
Beyond Technologies Consulting Inc.
BiR Consulting Inc.
BMB Data Consulting Services Inc.
BP & M Government IM & IT Consulting Inc.
Bridgetown Consulting Inc.
BurntEdge Incorporated
Cache Computer Consulting Corp.
CAE Inc.
Calian Ltd.
Canadian Development Consultants International Inc.
CGI Information Systems and Management Consultants Inc.
Cisco Systems Canada Co.
CISTEL TECHNOLOGY INC, TECSIS CORPORATION IN JOINT VENTURE
Cistel Technology Inc.
CloseReach Ltd.
CM Inc.
Cofomo Inc.
Cogniva Information Solutions Inc.
Compugen Incorporated
Compusult Limited
Computer Sciences Canada Inc. /Les sciences de l'informatique Canada Inc.
Confluence Consulting Inc.
Confluence Consulting Inc. in Joint Venture with the Corporate Renaissance Group
Conoscenti Technologies Inc.
Contract Community Inc.
Coradix technology Consulting Ltd.

CORE Software Corp
CoreTracks Inc.
CSI Consulting Inc.
CSI Consulting Inc., FoxWise Technologies Inc., DWP Solutions Inc., Innovision Consulting Inc., IN JOINT VENTURE
CVL INFORMATION SOLUTIONS INC.
Dalian Enterprises and Coradix Technology Consulting, in Joint Venture
Dare Human Resources Corporation
Davidson Violette & Associates Inc.
Deloitte Inc.
Delta Partners Inc.
Design Group Staffing Inc.
DLS Technology Corporation
Dolomite Networks Corporation
Donna Cona Inc.
DONNA CONNA INC., IBM CANADA LIMITED IN JOINT VENTURE
DWP Solutions Inc.
Eagle Professional Resources Inc.
Eclipsys Solutions Inc
Emerion
Empowered Networks Inc.
ENET4S SOFTWARE SOLUTIONS LTD
Equasion Business Technologies Consulting Inc
Equasion Business Technologies Consulting Inc and Watershed Information Technology Inc in CJV
Ernst & Young LLP
Etico, Inc.
eVision Inc., SoftSim Technologies Inc. in Joint Venture
Evolving Web Inc.
Excel Human Resources Inc.
Excelsa Technologies Consulting Inc.
Facilité Informatique Canada Inc.
Flex Tech Services Inc.
Four Point Solutions Ltd.
Foursight Consulting Group Inc.
FoxRed Consulting Inc.
FoxRed Consulting Inc., CloseReach LTD. in JOINT VENTURE
Fujitsu Consulting (CANADA) Inc./Fujitsu Conseil (Canada) Inc.
Gartner Canada Co.
GCSTRATEGIES INCORPORATED
General Dynamics Canada Limited
Gevity Consulting Inc. / Gevity Conseil Inc.

Greenline Systems Canada, ULC
Groupe Alithya Inc / Alithya Group Inc
Groupe In-RGY Consultation inc. / Group In-RGY Consulting inc.
Groupe Intersol Group Ltee.
Halo Management Consulting Inc.
Halo Management Consulting Inc., Quallium Corporation in Joint Venture
Harrington Marketing Limited
Hays Specialist Recruitment (Canada) Inc.
HCM WORKS INC./HCM TRAVAIL INC.
HELM'S DEEP CONSULTING CORP., MESSA COMPUTING INC., THINKPOINT INC., IN JOINT VENTURE
Hewlett-Packard (Canada) Co. Hewlett-Packard (Canada) Cie
HubSpoke Inc.
I4C INFORMATION TECHNOLOGY CONSULTING INC
IAN MARTIN LIMITED
IBISKA Telecom Inc.
Ibiska Telecom Inc. and CM Inc., as a contractual Joint Venture
IBM Canada Ltd.
IDS Systems Consultants Inc.
iFathom Corp, Simfront Simulation System Corporation, ING Engineering Inc., in JV
iFathom Corporation
Info-Electronics H.P. Systems Inc.
Information Management and Technology Consultants Inc.
Inround Innovations Incorporated, 3056058 Canada Inc., IN JOINT VENTURE
Integra Networks Corporation
Interis Consulting Inc.
International Safety Research Inc.
Isheva Inc.
IT Services Canada Inc.
IT Services Canada Inc., ADGA Group Consultants Inc., In Joint Venture
IT/Net - Ottawa Inc.
IT/NET OTTAWA INC, KPMG LLP, in joint venture
J.W. Thomas Consulting Inc., Waterloo North Computer Services Ltd., Advivum Inc. IN JOINT VENTURE
Jumping Elephants Incorporated
Juno Risk Solutions Incorporated
Koroc Consulting Inc., Isheva Inc. in JOINT VENTURE
KPMG LLP
Lannick Contract Solutions Inc.
Lansdowne Technologies Inc.
Le Groupe Conseil Bronson Consulting Group
Leo-Pisces Services Group Inc.

Leverage Technology Resources Inc.
Leverage Technology Resources Inc., Farlane Systems Inc., IN JOINT VENTURE
Lightning Tree Consulting, Burbek, and P.G. Rodier Consulting in Joint Venture
LIKE 10 INC.
LIKE 10 INC., SoftMosis Inc. IN JOINT VENTURE
LNW Consulting Inc
Lumina IT inc.
Makwa Resourcing Inc., TPG Technology Consulting Ltd. in JOINT VENTURE
Manpower Services Canada Ltd.
Maplesoft Consulting Inc.
MAXIMUS Canada Services, Inc.
MaxSys Staffing & Consulting Inc.
MDA Systems Ltd.
MDOS CONSULTING INC.
MDOS Consulting Inc., INVA Corporation, KOZA Technology Consulting Inc., in Joint Venture
MERAK Systems Corporation
Messa Computing Inc.
Metaflow Inc.
MGIS Inc.
MGIS Inc., B D M K Consultants Inc IN JOINT VENTURE
Michael Wager Consulting Inc.
Microsoft Canada Inc.
Mindstream Training Center and Professional Services Bureau, Inc
Mindwire Systems Ltd.
Modis Canada Inc
Myticas Consulting Inc.
N12 Consulting Corporation
NavPoint Consulting Group Inc.
Neosoft Technologies Inc.
New Technologies Inc.
Newfound Recruiting Corporation
NEWFOUND RECRUITING CORPORATION, APPTION CORPORATION , IN JOINT VENTURE
Nisha Technologies Inc.
Nisha Technologies Inc., Contract Community Inc., IN JOINT VENTURE
Nortak Software Ltd.
NRNS Incorporated
Olav Consulting Corp
ONIX Networking Canada Inc.
OpenFrame Technologies, Inc.
Oracle Canada ULC

Orangutech Inc.
Orbis Risk Consulting Inc.
Pleiad Canada Inc.
Portage Personnel Inc.
PRECISIONERP INCORPORATED
PrecisionIT Inc,IDS Systems Consultants Inc., PrecisionERP Incorporated, in JOINT VENTURE
Pricewaterhouse Coopers LLP
Primex Project Management Limited
Procom Consultants Group Ltd.
Procom Consultants Group Ltd., Emerion , IN JOINT VENTURE
Proex Inc.
Professional Computer Consultants Group
Proliity Corporation
Prologic Systems Ltd.
Promaxis Systems Inc
Promaxis Systems Inc. and Holonics Inc. IN JOINT VENTURE
Promitus Solutions Ltd., in Joint Venture with Icorp.ca Inc., Fineworks, Hamilton, Thomas & Associates Ltd.,
Elemental Strategies Inc.
Protak Consulting Group Inc.
ProVision IT Resources Ltd.
QMR Staffing Solutions Incorporated
QMR STAFFING SOLUTIONS INCORPORATED, 3D GLOBAL ENTERPRISES INC. IN JOINT VENTURE
Quallium Corporation
QUIRC QUALITATIVE INSIGHTS, RESEARCH & CONSULTING INC.
Randstad Interim Incorporated
Real Decoy Inc.
Robertson & Company Ltd.
Run Straight Consulting Ltd
S.i. Systems Ltd.
SAS Institute (Canada) Inc.
Scalar Decisions Inc
Shore Consulting Group Inc.
Sierra Systems Group Inc.
SoftSim Technologies Inc.
Solutions Moerae Inc
Somos Consulting Group Ltd.
Spaghetti Logic Inc.
Spearhead Management Canada Ltd.
Spectra FX Inc.
Sphyrna Security Incorporated

SRA Staffing Solutions Ltd.
Sundiata White Group - Intellistaff Ltd.
Symbiotic Group Inc.
Systematix IT Solutions Inc./Systematix Technologies de L'Information Inc./Les Services Conseils Systematix Inc.
in Joint Venture.
SYSTEMATIX SOLUTIONS TI INC./SYSTEMATIX IT SOLUTIONS INC
Systemscope Inc.
Systemscope Inc., LNW Consulting Inc., Perfortics Consulting Inc., VK Computer Systems Inc., Lansdowne
Technology Services Inc., IN JOINT VENTURE
T.E.S. Contract Services INC.
TAG HR The Associates Group Inc.
Talentlab Inc.
Taligent Consulting Inc.
Teambuilder Consulting Inc.
TECSIS Corporation
TEKSYSTEMS CANADA INC./SOCIETY TEKSYSTEMS CANADA INC.
TELUS Communications Inc.
TeraMach Technologies Inc.
Thales Canada Inc.
The AIM Group Inc.
The Bell Telephone Company of Canada or Bell Canada/La Compagnie de Téléphone Bell du Canada ou Bell Canada
The Devon Group Ltd.
The Halifax Group Inc.
The Herjavec Group
The KTL Group, Inc.
The Print Operations Group Inc
The VCAN Group Inc.
The VCAN Group Inc., Titus International Inc. in Joint Venture
Tiree Facility Solutions Inc.
TPG Technology Consulting Ltd.
Transpolar Technology Corporation and The Halifax Computer Consulting Group In Joint Venture
Trillys Systems inc.
Trinetra Systems Inc.
TRM Technologies Inc.
TRM Technologies Inc., BP&M Government IM & IT Consulting Inc., IN JOINT VENTURE
Turtle Island Staffing Inc.
Turtle Technologies Inc.
Turtle Technologies Inc. and SOMOS Consulting Group Ltd. In Joint Venture
Unisys Canada Inc.
Valcom Consulting group Inc.

Veritaaq Technology House Inc.

Watershed Information Technology Inc., ED-COM Software Inc. and IDEV Solutions Inc. as a contractual Joint Venture

Yoush Inc.

Zernam Enterprise Inc