

ATTACHMENT 4.1 BID EVALUATION CRITERIA

The evaluation criteria contained in this attachment will be used to evaluate bids during the solicitation and to facilitate resource assessment after contract award.

The Bidder must not propose the same resource more than once in response to this solicitation.

Corporate Qualifications

	Mandatory Requirements	Reference in Bidder's Proposal
M1	<p>Corporate Qualifications – Project Summaries</p> <p>The Bidder must have been awarded at least three (3) IM/IT contracts, wherein they provided the same or similar services for a minimum of one (1) resource category in the Workstream they are bidding on, of which at least one was for a Government organization (Federal, Provincial, Municipal Crown Corporation) client.</p> <p>Bidders must clearly identify which Workstream they are bidding on.</p> <p>For each contract identified:</p> <ul style="list-style-type: none">a) the contract value must be at least \$2M;b) the Bidder must have provided at least five (5) resources simultaneously for a period of at least 12 consecutive months within the last twelve (12) years;c) to demonstrate this experience the Bidder must submit customer references for three individual IM/IT contracts (one reference for each contract) managed within the last twelve (12) years. The references must include:<ul style="list-style-type: none">i. the name of the organization;ii. the contract number;iii. a description of the services provided;iv. the name, and either the telephone number or e-mail address of the organization's contact responsible for the contract;v. the contract award date;	

Solicitation No. – N° de l'invitation
T8086-152167

Amd. No – N° de la modif.
010

Buyer ID – Id de l'acheteur
384zm

Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

	<p>vi. the contract expiry date; vii. the dollar value of the contract; and viii. the number of resources provided.</p> <p>Only experience claimed since December 1, 2006 will be accepted.</p> <p>Only consulting services for the resource categories in the applicable Workstream of this solicitation will be accepted for evaluation purposes.</p> <p>If a Bidder is using TBIPS contracts to demonstrate experience, listing the resource categories will suffice.</p> <p>For non-TBIPS contracts, the work performed must be similar to the generic tasks described for the applicable resource category under TBIPS. The bidder must indicate the equivalent TBIPS resource category in its response. A copy of the TBIPS resource categories and their generic task lists for the resource categories that will be accepted for evaluation purposes has been attached for reference as Attachment 4.1 Appendix 1.</p>	
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	Rated Requirements	Points	Reference in Bidder’s Proposal
R1	<p>The Bidder should demonstrate that it has sufficient recent experience providing IT Professional consulting services. To demonstrate this experience, the Bidder must have invoiced for more than \$2,000,000 of IT Professional consulting services for a minimum of two (2) resource categories in the Workstream they are bidding on.</p> <p>Only work invoiced for since October 1, 2006 will be accepted.</p> <p>The following information must be provided to substantiate the business volume claimed:</p> <ul style="list-style-type: none"> a) Contract number; b) start and end date of the Contract(s); c) amount invoiced for the contract; d) identify the services billed for. <p>Only consulting services for the resource categories in the applicable Workstream of this solicitation will be accepted for evaluation purposes.</p> <p>If a Bidder is using TBIPS contracts to demonstrate experience, listing the resource categories will suffice.</p> <p>For non-TBIPS contracts, the work performed must be similar to the generic tasks described for the applicable resource category under TBIPS. The bidder must indicate the equivalent TBIPS resource category in its response. A copy of the TBIPS resource categories and their generic task lists for the resource categories that will be accepted for evaluation purposes has been attached for reference as Attachment 4.1 Appendix 1.</p>	<p>Max - 9 Points</p> <p>Points will be awarded based on business volume invoiced in the following manner (M = Million):</p> <ul style="list-style-type: none"> >\$2M to \$3.5M = 3 points >\$3.5M to \$5M = 6 points >\$5M or higher = 9 points 	

Solicitation No. – N° de l'invitation
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File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

	<p>Previous Similar Projects: Where the bid must include a description of previous similar projects: (i) a project must have been completed by the Bidder itself (and cannot include the experience of any proposed subcontractor or any affiliate of the Bidder); (ii) each project description must include, at minimum, the name and either the telephone number or e-mail address of a customer reference; and (iii) if more similar projects are provided than requested, Canada will decide in its discretion which projects will be evaluated.</p> <p>A project will be considered similar to the Work to be performed under any resulting contract if the project was for the performance of work that closely matches the TBIPS description of the Resource Categories identified in Annex A or Attachment 4.1 Appendix 1. Work will be considered to "closely match" if the work in the provided project is described in at least 50% of the points of responsibility listed in the description of the given Resource Category.</p> <p>In order for the amount to be accepted for evaluation purposes, the amount claimed can only be for the categories that are similar to those in the applicable Workstream and only the amount invoiced for the resource category will be accepted. The bidder cannot claim any value of work that is not for the categories of the applicable Workstream.</p>		
Total: 9 points			

	Rated Requirements	Points	Reference in Bidder’s Proposal
R2	<p>The Bidder should have provided a detailed description of its proposed approach and established methodology with respect to the following:</p> <ul style="list-style-type: none"> a) approach and methodology aimed at ensuring the quality and timeliness of deliverables submitted to the Transport Canada Technical Authority; b) approach and methodology aimed at the recognition and mitigation of relevant risks that the Bidder anticipates within the resulting work, based on previous experience; c) approach to communication aimed at ensuring that the Transport Canada Administrative and Technical Authorities are apprised of any progress, challenges, issues and risks that may arise during the course of the work issued under a Task Authorization (TA); d) human resources approach, including the Bidder’s approach to recruitment, training and development and retention of qualified resources, aimed at ensuring the availability of back-up resources to replace existing/proposed resources should the need arise under a TA. 	<p>Max - 4 Points</p> <p>1 Point –</p> <p>1 Point –</p> <p>1 Point –</p> <p>1 Point –</p>	
	Total: 4 points		

Solicitation No. – N° de l’invitation
T8086-152167

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File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

Workstream 1 – Operational Support

Position Title B.10 Help Desk Specialist – Level 1				
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder’s Proposal
M1	The Bidder must have demonstrated three (3) years experience within the last seven (7) years, providing first level support in a Help Desk environment. Only experience claimed since December 2009 will be accepted.			
Rated Criteria		Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.	Points	
R1	The Bidder should have demonstrated experience using systems management software for logging and updating support calls. Only experience claimed since December 1, 2009 will be accepted.	Max - 2 Points 1 point – Two (2) years The Bidder should have demonstrated experience using systems management software for logging and updating support calls. 2 points – More than two (2) years The Bidder should have demonstrated experience using systems management software for logging and updating support calls.		

R2	The Bidder should have demonstrated experience using HP Service Manager systems management software for logging and updating support calls.	Max - 2 Points 1 point – Two (2) years The Bidder should have demonstrated experience using HP Service Manager systems management software for logging and updating support calls. 2 points – More than two (2) years The Bidder should have demonstrated experience using HP Service Manager systems management software for logging and updating support calls.		
R3	The Bidder should have demonstrated experience providing end user support for operating system and software application images.	Max - 4 Points 1 point – Two (2) years The Bidder should have demonstrated experience providing end user support for operating system and software application images. 2 points – Three (3) years The Bidder should have demonstrated experience providing end user support for operating system and software application images. 3 points – Five (5) years The Bidder should have demonstrated experience providing end user support for operating system and software application images. 4 points – More than five (5) years The Bidder should have demonstrated experience providing end user support for operating system and software application images.		

Solicitation No. – N° de l'invitation
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File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

R4	The Bidder should have demonstrated experience providing end user support for the record and document management tool RDIMS/Hummingbird DM or GCDOCS.	<p>Max - 3 Points</p> <p>1 point – One (1) year The Bidder should have demonstrated experience providing end user support for the record and document management tool RDIMS/Hummingbird DM or GCDOCS.</p> <p>2 points – Two (2) years The Bidder should have demonstrated experience providing end user support for the record and document management tool RDIMS/Hummingbird DM or GCDOCS.</p> <p>3 points – More than three (3) years The Bidder should have demonstrated experience providing end user support for the record and document management tool RDIMS/Hummingbird DM or GCDOCS.</p>		
Total: 11 points (minimum 5 points):				

Position Title B.10 Help Desk Specialist – Level 2			
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant	Met	Not Met	Reference in Bidder's Proposal
M1	The Bidder must have Demonstrated five (5) years experience within the last ten (10) years, providing first level support in a Help Desk environment.		
Rated Criteria		Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.	Points

R1	The Bidder should have demonstrated experience using systems management software for logging and updating support tickets.	Max - 2 Points 1 point – Three (3) years The Bidder should have demonstrated using systems management software for logging and updating support tickets. 2 points – More than three (3) years The Bidder should have demonstrated using systems management software for logging and updating support tickets.		
R2	The Bidder should have demonstrated experience using HP Service Manager systems management software for logging and updating support calls.	Max - 2 Points 1 point – Three (3) years The Bidder should have demonstrated experience using HP Service Manager systems management software for logging and updating support calls. 2 points – More than three (3) years The Bidder should have demonstrated experience using HP Service Manager systems management software for logging and updating support calls.		
R3	The Bidder should have demonstrated experience performing a team lead/supervisory role in an IT Help Desk or IT Call Center environment.	Max - 4 Points 1 point – Two (2) years The Bidder should have demonstrated experience performing a team lead/supervisory role in an IT Help Desk or Call Center environment. 2 points – Three (3) years The Bidder should have demonstrated experience performing a team lead/supervisory role in an IT Help Desk or Call Center environment. 3 points – Five (5) years		

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T8086-152167

Amd. No – N° de la modif.
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Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

		<p>The Bidder should have demonstrated experience performing a team lead/supervisory role in an IT Help Desk or Call Center environment.</p> <p>4 points – More than five (5) years The Bidder should have demonstrated experience performing a team lead/supervisory role in an IT Help Desk or Call Center environment.</p>		
R4	<p>The Bidder should have demonstrated experience monitoring and reporting on Key Performance Indicators (KPIs), such as Service Level Agreements, in an IT environment.</p>	<p>Max – 4 Points 1 point – Two (2) years The Bidder should have demonstrated experience monitoring and reporting on KPIs, such as Service Level Agreements, in an IT environment.</p> <p>2 points – Three (3) years The Bidder should have demonstrated experience monitoring and reporting on KPIs, such as Service Level Agreements, in an IT environment.</p> <p>3 points – Five (5) years The Bidder should have demonstrated experience monitoring and reporting on KPIs, such as Service Level Agreements, in an IT environment.</p> <p>4 points – More than five (5) years The Bidder should have demonstrated experience monitoring and reporting on KPIs, such as Service Level Agreements, in an IT environment.</p>		
Total: 12 points (minimum 6 points):				

Position Title B.13 Operations Support Specialist – Level 1				
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder’s Proposal
M1	Demonstrated three (3) years experience, within the last seven (7) years, providing access control support (creating, deleting, modifying, activating/deactivating and transferring user-ids/end user accounts).			
Rated Criteria		Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.		Points
R1	Demonstrated experience providing face-to-face client support for new and departing users.	Max - 2 Points 1 point – Three (3) years The Bidder should have demonstrated experience providing face-to-face client support for new and departing users. 2 points – More than three (3) years The Bidder should have demonstrated experience providing face-to-face client support for new and departing users.		
R2	Demonstrated experience processing requests for user-ids/end user accounts and passwords for PKI.	Max - 2 Points 1 point – Two (2) years The Bidder should have demonstrated experience processing requests for user-ids/end user accounts and passwords for PKI. 2 points – More than two (2) years The Bidder should have demonstrated experience processing requests for user-ids/end user accounts and passwords for PKI.		

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T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

R3	The Bidder should have demonstrated experience providing level 1 end user support for authentication controls, such as Entrust PKI, soft and hard tokens.	<p>Max - 2 Points 1 point – Two (2) years The Bidder should have demonstrated experience providing level 1 end user support for authentication controls, such as Entrust PKI, soft and hard tokens.</p> <p>2 points – More than two (2) years The Bidder should have demonstrated experience providing level 1 end user support for authentication controls, such as Entrust PKI, soft and hard tokens.</p>		
Total: 6 points (minimum 3 points):				

Position Title B.13 Operations Support Specialist – Level 2 – Application Support				
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder's Proposal
M1	The Bidder must have demonstrated five (5) years experience within the last ten (10) years, creating and supporting operating system and software application images.			
Rated Criteria		Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.	Points	
R1	Demonstrated experience using systems management tools such as Tivoli, HP Service Manager or Remedy.	<p>Max - 2 Points 1 point – Five (5) years The Bidder should have demonstrated experience using systems management tools such as Tivoli, HP Service Manager or Remedy.</p>		

		<p>2 points – More than five (5) years The Bidder should have demonstrated experience using systems management tools such as Tivoli, HP Service Manager or Remedy.</p>		
R2	The Bidder should have demonstrated experience providing level 2 technical support for software applications.	<p>Max - 3 Points 1 point – Three (3) years The Bidder should have demonstrated experience providing level 2 technical support for software applications.</p> <p>2 points – Five (5) years The Bidder should have demonstrated experience providing level 2 technical support for software applications.</p> <p>3 points – More than five (5) years The Bidder should have demonstrated experience providing level 2 technical support for software applications.</p>		
R3	Demonstrated experience packaging software applications for deployment.	<p>Max - 3 Points 1 point – Three (3) years The Bidder should have demonstrated experience packaging software applications for deployment.</p> <p>2 points – Five (5) years The Bidder should have demonstrated experience packaging software applications for deployment.</p> <p>3 points – More than five (5) years The Bidder should have demonstrated experience packaging software applications for deployment.</p>		
Total: 8 points (minimum 4 points):				

Solicitation No. – N° de l'invitation
T8086-152167

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010

Buyer ID – Id de l'acheteur
384zm

Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

Workstream 1 Points Summary

POINTS SUMMARY WORKSTREAM 1 – IM/IT OPERATIONAL SUPPORT		
	Bidders total Points	Maximum Points Available:
Corporate Qualifications		/13
Workstream 1 – IM/IT Operational Support		/37
Total		/50

Solicitation No. – N° de l’invitation
T8086-152167

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010

Buyer ID – Id de l’acheteur
384zm

Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

Workstream 2 – IM/IT Business Support

Position Title B.1 Business Analyst – Level 2				
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder’s Proposal
M1	The Bidder must have demonstrated five (5) years experience within the last ten (10) years, assessing client business needs and how these integrate with IT processes/systems/workflows.			
Rated Criteria		Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.	Points	
R1	The Bidder should have demonstrated experience performing business analyses of functional requirements to identify information and decision flows.	<p>Max - 3 Points</p> <p>1 point – Five (5) years The Bidder should have demonstrated experience performing business analyses of functional requirements to identify information and decision flows.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience performing business analyses of functional requirements to identify information and decision flows.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience performing business analyses of functional requirements to identify information and decision flows.</p>		

R2	The Bidder should have demonstrated experience analyzing and mapping automated processes within and between new and existing applications and systems.	<p>Max - 3 Points</p> <p>1 point – Five (5) years The Bidder should have demonstrated experience analyzing and mapping automated processes within and between new and existing applications and systems.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience analyzing and mapping automated processes within and between new and existing applications and systems.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience analyzing and mapping automated processes within and between new and existing applications and systems.</p>		
R3	The Bidder should have demonstrated experience leading functional reviews and documenting requirements against software solutions.	<p>Max - 3 Points</p> <p>1 point – Three (3) years The Bidder should have demonstrated experience leading functional reviews and documenting requirements against software solutions.</p> <p>2 points – Five (5) years The Bidder should have demonstrated experience leading functional reviews and documenting requirements against software solutions.</p> <p>3 points – More than five (5) years The Bidder should have demonstrated experience leading functional reviews and documenting requirements against software solutions.</p>		
Total: 9 points (minimum 4 points)				

Position Title B.14 Technical Writer – Level 2				
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder’s Proposal
M1	The Bidder must have Demonstrated five (5) years experience within the last ten (10) years, developing IT documentation and communications.			
Rated Criteria		Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.	Points	
R1	The Bidder should have demonstrated experience writing technical procedures for IT specialists.	<p>Max - 3 Points 1 point – Three (3) years The Bidder should have demonstrated experience writing technical procedures for IT specialists.</p> <p>2 points – Five (5) years The Bidder should have demonstrated experience writing technical procedures for IT specialists.</p> <p>3 points – More than five (5) years The Bidder should have demonstrated experience writing technical procedures for IT specialists.</p>		
R2	The Bidder should have demonstrated experience writing end user communications for large-scale IT initiatives (over 3000 users).	<p>Max - 3 Points 1 point – Three (3) years The Bidder should have demonstrated experience writing end user communications for large-scale IT initiatives.</p> <p>2 points – Five (5) years The Bidder should have demonstrated experience writing end user communications for large-scale IT initiatives.</p> <p>3 points – More than five (5) years The Bidder should have demonstrated experience writing</p>		

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T8086-152167

Amd. No – N° de la modif.
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T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

		end user communications for large-scale IT initiatives.		
R3	Demonstrated experience reviewing and editing documentation for accuracy and adherence to organizational standards.	Max - 3 Points 1 point – Three (3) years The Bidder should have demonstrated experience reviewing and editing documentation for accuracy and adherence to organizational standards. 2 points – Five (5) years The Bidder should have demonstrated experience reviewing and editing documentation for accuracy and adherence to organizational standards. 3 points – More than five (5) years The Bidder should have demonstrated experience reviewing and editing documentation for accuracy and adherence to organizational standards.		
Total: 9 points (minimum 4 points)				

Position Title I.9 System Administrator – Level 2				
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder's Proposal
M1	The Bidder must have demonstrated five (5) years experience within the last ten (10) years, performing systems administration.			
Rated Criteria		Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.		Points
R1	The Bidder should have demonstrated experience using systems management tools such as Tivoli, HP Service Manager or Remedy.	Max - 2 Points 1 point – Five (5) years The Bidder should have demonstrated experience using systems management tools such as Tivoli, HP Service Manager or Remedy. 2 points – More than five (5) years The Bidder should have demonstrated experience using systems management tools such as Tivoli, HP Service Manager or Remedy.		
R2	The Bidder should have demonstrated experience installing, monitoring and maintaining software applications/systems.	Max - 3 Points 1 point – Three (3) years The Bidder should have demonstrated experience installing, monitoring and maintaining software applications/systems. 2 points – Five (5) years The Bidder should have demonstrated experience installing, monitoring and maintaining software applications/systems. 3 points – More than five (5) years The Bidder should have demonstrated experience installing, monitoring and		

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T8086-152167

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Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

		maintaining software applications/systems.		
R3	The Bidder should have demonstrated experience analyzing system performance and recommending options for improvement.	Max - 3 Points 1 point – Three (3) years The Bidder should have demonstrated experience analyzing system performance and recommending options for improvement. 2 points – Five (5) years The Bidder should have demonstrated experience analyzing system performance and recommending options for improvement. 3 points – More than five (5) years The Bidder should have demonstrated experience analyzing system performance and recommending options for improvement.		
Total: 8 points (minimum 4 points)				

Position Title I.10 Technical Architect – Level 2				
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder's Proposal
M1	The Bidder must have demonstrated five (5) years experience within the last ten (10) years, developing technical architectures, frameworks and strategies.			
Rated Criteria		Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.	Points	
R1	The Bidder should have demonstrated experience analyzing technical alternatives and recommending best fit solutions.	<p>Max - 3 Points</p> <p>1 point – Five (5) years The Bidder should have demonstrated experience analyzing technical alternatives and recommending best fit solutions.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience analyzing technical alternatives and recommending best fit solutions.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience analyzing technical alternatives and recommending best fit solutions.</p>		
R2	The Bidder should have demonstrated experience developing and documenting technology implementation strategies.	<p>Max - 3 Points</p> <p>1 point – Five (5) years The Bidder should have demonstrated experience developing and documenting technology implementation strategies.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience developing and documenting</p>		

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384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

		<p>technology implementation strategies.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience developing and documenting technology implementation strategies.</p>		
R3	<p>The Bidder should have demonstrated experience analyzing hardware and software requirements in support of large-scale software upgrades/deployments (over 3000 users).</p>	<p>Max - 3 Points</p> <p>1 point – Five (5) years The Bidder should have demonstrated experience analyzing hardware and software requirements in support of large-scale software upgrades/deployments.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience analyzing hardware and software requirements in support of large-scale software upgrades/deployments.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience analyzing hardware and software requirements in support of large-scale software upgrades/deployments.</p>		
Total: 9 points (minimum 4 points)				

Position Title I.11 Technology Architect – Level 3				
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder’s Proposal
M1	Demonstrated ten (10) years experience within the last fifteen (15) years, developing technical architectures, frameworks and strategies for either custom-built application implementations or Commercial off the Shelf (COTS) application implementations.			
M2	The Bidder must have demonstrated experience as a Technology Architect on two (2) IM/IT Enterprise/Departmental-level Implementations within the Government of Canada or Private Industry. For each project identified: a) the project must have a project team with a minimum of 7 members; b) the project must have a minimum value of \$2M; and c) the Bidder must demonstrate how the referenced project is for an Enterprise-Level Implementations (how it provides a company-wide solution architecture).			
Rated Criteria		Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.		Points
R1	The Bidder should have demonstrated experience, within the last ten (10) years, as a Technology Architect, Level 3, on at least three (3) large-scale (over 3000 users) IM/IT implementations (hardware or software or both) within the Government of Canada or Private Industry. For each project referenced, the Bidder should provide the following details:	Max - 3 Points 1 point – The Bidder should have demonstrated experience, within the last ten (10) years, as a Technology Architect, Level 3, on at least three (3) large-scale IM/IT implementations (hardware or software or both) within the Government of Canada or Private Industry. 2 points – The Bidder should have demonstrated experience, within		

	<p>a) organization, Project Title and description of the work, including the categories of resources managed;</p> <p>b) date and duration worked on the Project; and</p> <p>c) size of the organization for which the Project was delivered.</p>	<p>the last ten (10) years, as a Technology Architect, Level 3, on at least three (3) large-scale IM/IT implementations (hardware or software or both) within the Government of Canada or Private Industry with a value of at least \$2M each.</p> <p>3 points – The Bidder should have demonstrated experience, within the last ten (10) years, as a Technology Architect, Level 3, on more than three (3) large scale IM/IT implementations (hardware or software or both) within the Government of Canada or Private Industry with a value of at least \$2M each.</p>		
R2	<p>The Bidder should have demonstrated experience, within the last 10 years, documenting Current (As-is) architecture, developing Target (To-Be) architecture and developing gap analyses for architecture migration strategies.</p>	<p>Max - 3 Points</p> <p>1 point – Five (5) years The Bidder should have demonstrated experience within the last 10 years, documenting Current (As-is) architecture, developing Target (To-Be) architecture and developing gap analyses for architecture migration strategies.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience within the last 10 years, documenting Current (As-is) architecture, developing Target (To-Be) architecture and developing gap analyses for architecture migration strategies.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience within the last 10 years, documenting Current (As-is) architecture, developing Target (To-Be) architecture and developing gap analyses for architecture migration strategies.</p>		

Solicitation No. – N° de l'invitation
T8086-152167

Amd. No – N° de la modif.
010

Buyer ID – Id de l'acheteur
384zm

Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

R3	The Bidder should have demonstrated experience designing and architecting technology architecture models.	<p>Max - 3 Points</p> <p>1 point – Five (5) years The Bidder should have demonstrated experience designing and architecting technology architecture models.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience designing and architecting technology architecture models.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience designing and architecting technology architecture models.</p>		
Total: 9 points (minimum 4 points)				

Position Title P.2 Enterprise Architect – Level 3				
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder's Proposal
M1	The Bidder must have demonstrated ten (10) years experience within the last fifteen (15) years, developing technical architectures, frameworks and strategies.			
M2	<p>The Bidder must have demonstrated experience as an Enterprise Architect on two (2) IM/IT Enterprise/Departmental-level Implementations within the Government of Canada or Private Industry for complex implementations-involving Service Oriented Architecture (SOA) or complex implementations involving business transformation.</p> <p>For each project identified:</p> <ul style="list-style-type: none"> a) the project must have a project team with a minimum of 7 members; b) the project must have a minimum value of \$2M; 			

	<p>c) demonstrate how the referenced project is for an Enterprise-Level Implementation (how it provides a company-wide solution architecture);</p> <p>d) demonstrate how the referenced project delivered SOA to the Enterprise or, how it served to address business transformation, whichever is appropriate;</p> <p>e) demonstrate how the project solution promoted interoperability at an enterprise-level, or what business transformation occurred at an enterprise-level.</p>			
Rated Criteria		Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.	Points	
R1	The Bidder should have demonstrated experience – within the last 15 years - providing strategic and tactical advice to senior management on Application Architecture planning activities relating to application rationalization.	<p>Max - 3 Points</p> <p>1 point – Five (5) years The Bidder should have demonstrated experience – within the last 15 years - providing strategic and tactical advice to senior management on Application Architecture planning activities relating to application rationalization.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience – within the last 15 years - providing strategic and tactical advice to senior management on Application Architecture planning activities relating to application rationalization.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience – within the last 15 years - providing strategic and tactical advice to senior management on Application Architecture planning activities relating to application rationalization.</p>		

R2	<p>The Bidder should have demonstrated experience, within the last 10 years, documenting Current (As-is) architecture, developing Target (To-Be) architecture and developing gap analyses for architecture migration strategies.</p>	<p>Max - 3 Points 1 point – Five (5) years The Bidder should have demonstrated experience within the last 10 years, documenting Current (As-is) architecture, developing Target (To-Be) architecture and developing gap analyses for architecture migration strategies.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience within the last 10 years, documenting Current (As-is) architecture, developing Target (To-Be) architecture and developing gap analyses for architecture migration strategies.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience within the last 10 years, documenting Current (As-is) architecture, developing Target (To-Be) architecture and developing gap analyses for architecture migration strategies.</p>		
R3	<p>The Bidder should have demonstrated experience performing research and development (R&D) on new and emerging technologies (hardware and software).</p> <p>For each R&D project, the Bidder should provide the following details:</p> <ul style="list-style-type: none"> a) the purpose of the research or analysis; and b) the output or deliverable provided to the client. 	<p>Max - 3 Points 1 point – The Bidder should have demonstrated three (3) project performing research and development (R&D) on new and emerging technologies (hardware and software).</p> <p>2 points – The Bidder should have demonstrated four (4) projects performing research and development (R&D) on new and emerging technologies (hardware and software).</p> <p>3 points – The Bidder should have demonstrated five (5) or more</p>		

Solicitation No. – N° de l'invitation
T8086-152167

Amd. No – N° de la modif.
010

Buyer ID – Id de l'acheteur
384zm

Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

		projects performing research and development (R&D) on new and emerging technologies (hardware and software).		
Total: 9 points (minimum 4 points)				

Workstream 2 Points Summary

POINTS SUMMARY WORKSTREAM 2 – IM/IT BUSINESS SUPPORT		
	Bidders total Points	Maximum Points Available:
Corporate Qualifications		/13
Workstream 2 – IM/IT Business Support		/53
Total		/66

Solicitation No. – N° de l'invitation
T8086-152167

Amd. No – N° de la modif.
010

Buyer ID – Id de l'acheteur
384zm

Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

Workstream 3 – IM/IT Project Support

Position Title P.2 Enterprise Architect – Level 3				
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder's Proposal
M1	The Bidder must have demonstrated ten (10) years experience within the last fifteen (15) years, developing technical architectures, frameworks and strategies.			
M2	<p>The Bidder must have demonstrated experience as an Enterprise Architect on two (2) IM/IT Enterprise/Departmental-level Implementations within the Government of Canada or Private Industry for complex implementations-involving Service Oriented Architecture (SOA) or complex implementations involving business transformation.</p> <p>For each project identified:</p> <ul style="list-style-type: none">a) the project must have a project team with a minimum of 7 members;b) the project must have a minimum value of \$2M;c) demonstrate how the referenced project is for an Enterprise-Level Implementation (how it provides a company-wide solution architecture);d) demonstrate how the referenced project delivered SOA to the Enterprise or, how it served to address business transformation, whichever is appropriate;e) demonstrate how the project solution promoted interoperability at an enterprise-level, or what business transformation occurred at an enterprise-level.			

Rated Criteria		Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.	Points	
R1	The Bidder should have demonstrated experience – within the last 15 years - providing strategic and tactical advice to senior management on Application Architecture planning activities relating to application rationalization.	<p>Max - 3 Points</p> <p>1 point – Five (5) years The Bidder should have demonstrated experience – within the last 15 years - providing strategic and tactical advice to senior management on Application Architecture planning activities relating to application rationalization.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience – within the last 15 years - providing strategic and tactical advice to senior management on Application Architecture planning activities relating to application rationalization.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience – within the last 15 years - providing strategic and tactical advice to senior management on Application Architecture planning activities relating to application rationalization.</p>		
R2	The Bidder should have demonstrated experience, within the last 10 years, documenting Current (As-is) architecture, developing Target (To-Be) architecture and developing gap analyses for architecture migration strategies.	<p>Max - 3 Points</p> <p>1 point – Five (5) years The Bidder should have demonstrated experience within the last 10 years, documenting Current (As-is) architecture, developing Target (To-Be) architecture and developing gap analyses for architecture migration strategies.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience within the last 10 years, documenting</p>		

		<p>Current (As-is) architecture, developing Target (To-Be) architecture and developing gap analyses for architecture migration strategies.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience within the last 10 years, documenting Current (As-is) architecture, developing Target (To-Be) architecture and developing gap analyses for architecture migration strategies.</p>		
R3	<p>Demonstrated experience performing research and development (R&D) on new and emerging technologies (hardware and software). For each R&D project, the Bidder should provide the following details:</p> <ul style="list-style-type: none"> a) the purpose of the research or analysis; and b) the output or deliverable provided to the client. 	<p>Max - 3 Points 1 point – Demonstrated three (3) project performing research and development (R&D) on new and emerging technologies (hardware and software). 2 points – Demonstrated four (4) projects performing research and development (R&D) on new and emerging technologies (hardware and software). 3 points – Demonstrated five (5) or more projects performing research and development (R&D) on new and emerging technologies (hardware and software).</p>		
Total: 9 points (minimum 4 points)				

Position Title P.5 Project Executive – Level 3					
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder's Proposal	
M1	<p>The Bidder must have demonstrated ten (10) years experience within the last fifteen (15) years, managing large-scale IM/IT project implementations for the Government of Canada or Private Industry.</p> <p>For each project identified:</p> <ul style="list-style-type: none"> a) the project must have a project team with a minimum of 7 members; and b) the project must have a minimum value of \$2M. 				
M2	<p>The Bidder must have demonstrated experience as a Project Executive on two (2) IM/IT Enterprise/Departmental-level Implementations within the Government of Canada or Private Industry implementing complex IT projects.</p> <p>Complex IT projects must refer to solutions that:</p> <ul style="list-style-type: none"> a) had a minimum value of \$2M; b) supported a company-wide solution architecture; c) delivered SOA to the Enterprise; or d) involved departmental business transformation. <p>For each project referenced, the Bidder must provide the following details:</p> <ul style="list-style-type: none"> a) organization; b) project title; c) project value; d) date and duration worked on the project; e) size of the organization for which the project was delivered; f) a description of the work, clearly explaining how the referenced project was complex – how it supported a company-wide solution architecture or delivered SOA to the Enterprise or involved departmental business transformation. 				

Rated Criteria	Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.	Points	
<p>R1</p> <p>The Bidder should have demonstrated experience managing multi-disciplined teams throughout project implementation on at least three (3) projects within the last fifteen (15) years involving large-scale IM/IT implementations.</p> <p>For each project referenced, the Bidder must provide the following details:</p> <ul style="list-style-type: none"> a) organization; b) project title; c) date and duration worked on the project; d) size of the organization for which the project was delivered; and e) description of the work, clearly explaining how the referenced project was complex. 	<p>Max - 3 Points</p> <p>1 point – The Bidder should have demonstrated experience managing multi-disciplined teams throughout project implementation on at least one (1) project within the last fifteen (15) years involving large-scale IM/IT implementations.</p> <p>2 points – The Bidder should have demonstrated experience managing multi-disciplined teams throughout project implementation on at least two (2) projects within the last fifteen (15) years involving large-scale IM/IT implementations.</p> <p>3 points – The Bidder should have demonstrated experience managing multi-disciplined teams throughout project implementation on at least three (3) projects within the last fifteen (15) years involving large-scale IM/IT implementations</p>		
<p>R2</p> <p>Demonstrated experience assessing technology alternatives, developing impact statements and cost/benefit analyses and recommending options to stakeholders and IM/IT practitioners.</p> <p>For each project referenced, the Bidder must provide the following details:</p> <ul style="list-style-type: none"> a) organization; b) project title; 	<p>Max - 3 Points</p> <p>1 point – Five (5) years The Bidder should have demonstrated experience assessing technology alternatives, developing impact statements and cost/benefit analyses and recommending options to stakeholders and IM/IT practitioners.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience assessing technology</p>		

	<p>c) date and duration worked on the project;</p> <p>d) size of the organization for which the project was delivered.</p>	<p>alternatives, developing impact statements and cost/benefit analyses and recommending options to stakeholders and IM/IT practitioners.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience assessing technology alternatives, developing impact statements and cost/benefit analyses and recommending options to stakeholders and IM/IT practitioners.</p>		
R3	<p>The Bidder should have demonstrated experience preparing and delivering project status reports/presentations to senior executives including diagrams/dashboards, budget and implementation status, risk factors and mitigations.</p>	<p>Max - 3 Points 1 point – Five (5) years The Bidder should have demonstrated experience preparing and delivering project status reports/presentations to senior executives including diagrams/dashboards, budget and implementation status, risk factors and mitigations.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience preparing and delivering project status reports/presentations to senior executives including diagrams/dashboards, budget and implementation status, risk factors and mitigations.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience preparing and delivering project status reports/presentations to senior executives including diagrams/dashboards, budget and implementation status, risk factors and mitigations.</p>		
<p>Total: 9 points (minimum 4 points)</p>				

Solicitation No. – N° de l'invitation
T8086-152167

Amd. No – N° de la modif.
010

Buyer ID – Id de l'acheteur
384zm

Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

Position Title P.6 Project Administrator – Level 1				
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder's Proposal
M1	The Bidder must have demonstrated three (3) years experience within the last seven (7) years providing client or customer support through telephone, facsimile, or email.			
Rated Criteria		Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.	Points	
R1	The Bidder should have demonstrated experience using the record and document management tool RDIMS/Hummingbird DM or GCDOCS.	<p>Max - 3 Points</p> <p>1 point – Two (2) years The Bidder should have demonstrated experience using the record and document management tool RDIMS/Hummingbird DM or GCDOCS.</p> <p>2 points – Three (3) years The Bidder should have demonstrated experience using the record and document management tool RDIMS/Hummingbird DM or GCDOCS.</p> <p>3 points – More than three (3) years The Bidder should have demonstrated experience using the record and document management tool RDIMS/Hummingbird DM or GCDOCS.</p>		
R2	The Bidder should have demonstrated experience using Microsoft Office in a business setting to create documents, presentations and spreadsheets.	<p>Max - 2 Points</p> <p>1 point – Five (5) years The Bidder should have demonstrated experience using Microsoft Office in a business setting to create documents, presentations and spreadsheets.</p> <p>2 points – More than five (5) years</p>		

Solicitation No. – N° de l’invitation
T8086-152167

Amd. No – N° de la modif.
010

Buyer ID – Id de l’acheteur
384zm

Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

		The Bidder should have demonstrated experience using Microsoft Office in a business setting to create documents, presentations and spreadsheets.		
R3	The Bidder should have demonstrated experience coordinating meetings/teleconferences/briefings for project teams working in geographically disperse environments.	Max - 3 Points 1 point – Three (3) years The Bidder should have demonstrated experience coordinating meetings/teleconferences/briefings for project teams working in geographically disperse environments. 2 points – Four (4) years The Bidder should have demonstrated experience coordinating meetings/teleconferences/briefings for project teams working in geographically disperse environments. 3 points – More than four (4) years The Bidder should have demonstrated experience coordinating meetings/teleconferences/briefings for project teams working in geographically disperse environments.		
Total 8 points (minimum 4 points)				

Solicitation No. – N° de l'invitation
T8086-152167

Amd. No – N° de la modif.
010

Buyer ID – Id de l'acheteur
384zm

Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

Position Title P.6 Project Administrator – Level 2				
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder's Proposal
M1	The Bidder must have Demonstrated five (5) years experience within the last ten (10) years, providing project administration services for IM/IT projects.			
Rated Criteria		Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.	Points	
R1	The Bidder should have demonstrated experience using the record and document management tool RDIMS/Hummingbird DM or GCDOCS.	<p>Max - 3 Points</p> <p>1 point – Two (2) years The Bidder should have demonstrated experience using the record and document management tool RDIMS/Hummingbird DM or GCDOCS.</p> <p>2 points – Three (3) years The Bidder should have demonstrated experience using the record and document management tool RDIMS/Hummingbird DM or GCDOCS.</p> <p>3 points – More than three (3) years The Bidder should have demonstrated experience using the record and document management tool RDIMS/Hummingbird DM or GCDOCS.</p>		
R2	The Bidder should have demonstrated experience preparing project documentation such as project status documents, project budget reports and project meeting minutes.	<p>Max - 3 Points</p> <p>1 point – Three (3) years The Bidder should have demonstrated experience preparing project documentation such as project status documents, project budget reports and project meeting minutes.</p>		

Solicitation No. – N° de l'invitation
T8086-152167

Amd. No – N° de la modif.
010

Buyer ID – Id de l'acheteur
384zm

Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

		<p>2 points – Five (5) years The Bidder should have demonstrated experience preparing project documentation such as project status documents, project budget reports and project meeting minutes.</p> <p>3 points – More than five (5) years The Bidder should have demonstrated experience preparing project documentation such as project status documents, project budget reports and project meeting minutes.</p>		
R3	<p>The Bidder should have demonstrated experience reconciling financial reports with project planning and budget documentation.</p>	<p>Max - 3 Points 1 point – Three (3) years The Bidder should have demonstrated experience reconciling financial reports with project planning and budget documentation.</p> <p>2 points – Five (5) years The Bidder should have demonstrated experience reconciling financial reports with project planning and budget documentation.</p> <p>3 points – More than five (5) years The Bidder should have demonstrated experience reconciling financial reports with project planning and budget documentation.</p>		
Total: 9 points (minimum 4 points)				

Solicitation No. – N° de l'invitation
T8086-152167

Amd. No – N° de la modif.
010

Buyer ID – Id de l'acheteur
384zm

Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

Position Title P.9 Project Manager – Level 3				
Mandatory Criteria – The proposed resource must meet the following mandatory criteria. Failure to do so must result in the bid being declared non-compliant		Met	Not Met	Reference in Bidder's Proposal
M1	The Bidder must have demonstrated ten (10) years experience within the last fifteen (15) years, managing large-scale IM/IT project implementations for the Government of Canada.			
M2	<p>The Bidder must have demonstrated experience as a Project Manager on two (2) IM/IT Enterprise/Departmental-level Implementations within the Government of Canada or Private Industry implementing complex IT projects.</p> <p>Complex IT projects must refer to solutions that:</p> <ul style="list-style-type: none">a) had a minimum value of \$2M;b) supported a company-wide solution architecture;c) delivered SOA to the Enterprise; ord) involved departmental business transformation. <p>For each project referenced, the Bidder must provide the following details:</p> <ul style="list-style-type: none">a) organization;b) project title;c) project value;d) date and duration worked on the project;e) size of the organization for which the project was delivered;f) a description of the work, clearly explaining how the referenced project was complex – how it supported a company-wide solution architecture or delivered SOA to the Enterprise or involved departmental business transformation.			

	Rated Criteria	Points based on experience The resource will be awarded the number of points matching one of the levels of experience demonstrated below.	Points	
R1	<p>The Bidder should have demonstrated experience writing a minimum of three (3) project approvals, using the Treasury Board of Canada Project Charter template, for a Government of Canada federal department within the last ten (10) years.</p> <p>For each project approvals referenced, the Bidder should provide the following details:</p> <ul style="list-style-type: none"> a) organization, project approval title and description of the work; b) date and duration worked on the project approval; and c) size of the organization for which the project approval was delivered. 	<p>Max - 3 Points</p> <p>1 point – The Bidder should have demonstrated experience writing one (1) project approvals, using the Treasury Board of Canada Project Charter template, for a Government of Canada federal department within the last ten (10) years.</p> <p>2 points – The Bidder should have demonstrated experience writing two (2) project approvals, using the Treasury Board of Canada Project Charter template, for a Government of Canada federal department within the last ten (10) years.</p> <p>3 points – The Bidder should have demonstrated experience writing three (3) project approvals, using the Treasury Board of Canada Project Charter template, written for a Government of Canada federal department within the last ten (10) years.</p>		
R2	<p>The Bidder should have demonstrated experience writing a minimum of three (3) Requests for Proposals (RFPs) for a Government of Canada federal department within the last ten (10) years with a value of at least \$2M.</p> <p>For each RFP referenced, the Bidder should provide the following details:</p>	<p>Max - 3 Points</p> <p>1 point – The Bidder should have demonstrated one (1) RFPs written for a Government of Canada federal department within the last ten (10) years with a value of at least \$2M.</p> <p>2 points – The Bidder should have demonstrated two (2) RFPs written for a Government of</p>		

	<p>a) organization, RFP Title and description of the work;</p> <p>b) date and duration worked on the RFP; and</p> <p>c) size of the organization for which the RFP was delivered.</p>	<p>Canada federal department within the last ten (10) years with a value of at least \$2M.</p> <p>3 points – The Bidder should have demonstrated three (3) RFPs written for a Government of Canada federal department within the last ten (10) years with a value of at least \$2M.</p>		
R3	<p>The Bidder should have demonstrated experience developing and maintaining project documentation including schedules, work plans and status updates.</p>	<p>Max - 3 Points</p> <p>1 point – Five (5) years The Bidder should have demonstrated experience developing and maintaining project documentation including schedules, work plans and status updates.</p> <p>2 points – Seven (7) years The Bidder should have demonstrated experience developing and maintaining project documentation including schedules, work plans and status updates.</p> <p>3 points – More than seven (7) years The Bidder should have demonstrated experience developing and maintaining project documentation including schedules, work plans and status updates.</p>		
Total: 9 points (minimum 4 points)				

Solicitation No. – N° de l'invitation
T8086-152167

Amd. No – N° de la modif.
010

Buyer ID – Id de l'acheteur
384zm

Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

Workstream 3 Points Summary

POINTS SUMMARY WORKSTREAM 3 – IM/IT PROJECT SUPPORT		
	Bidders total Points	Maximum Points Available:
Corporate Qualifications		/13
Workstream 3 – IM/IT Project Support		/44
Total		/57

Solicitation No. – N° de l’invitation
T8086-152167

Amd. No – N° de la modif.
010

Buyer ID – Id de l’acheteur
384zm

Client Ref. No. – N° de réf. De client
T8086-152167/A

File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

ATTACHMENT 4.1 — APPENDIX 1

TBIPS RESOURCE CATEGORY DESCRIPTIONS

TASK-BASED INFORMATICS PROFESSIONAL SERVICES STANDING OFFER/SUPPLY ARRANGEMENT

WORKSTREAM 1 – IM/IT OPERATIONAL SUPPORT

B.10 Help Desk Specialist

Experience Levels

Level 1: <5 years of experience
Level 2: 5-<10 years of experience
Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- Perform a variety of network problem analysis and monitoring tasks, monitor network management systems and respond appropriately to user requests and problems
- Perform initial problem analysis and triage problem to other appropriate staff when appropriate.
- Maintain liaison with network users and technical staff to communicate the status of problem resolution to network users; log and track requests for assistance.
- Develop, implement, and/or participate in the preparation of procedure manuals and documentation for help desk use; conduct periodic user satisfaction surveys and track user problem trends; make recommendations for improvements to the network systems and create reports based on information provided from user surveys and trends.
- Develop, implement, and/or participate in the distribution of network related information to users to include information such as help desk procedures and network handbooks.
- Participate in the development of a comprehensive training plan for help desk procedures; assist in training personnel providing backup coverage.
- Participate in on-site installations of network systems for users.
- Perform other related duties incidental to the work described herein.

B.13 Operations Support Specialist

Experience Levels

Level 1: <5 years of experience
Level 2: 5-<10 years of experience
Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- Provide systems administration and systems operations support, including setting up user access, user profiles, back up and recovery, day-to-day computer systems operations.
- Perform software upgrades, and apply patches.
- Provide customer interface to ensure requested changes are implemented.
- Monitor computer workload trends and make adjustments to ensure optimum utilization of computer resources.

Solicitation No. – N° de l'invitation
T8086-152167

Amd. No – N° de la modif.
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File No. – N° du dossier
384zm T8086-152167/A

CCC No./ N° CCC – FMS No/ N° VME

WORKSTREAM 2 – IM/IT BUSINESS SUPPORT

B.1 Business Analyst

Experience Levels

Level 1: <5 years of experience
Level 2: 5-<10 years of experience
Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- Develop and document statements for considered alternatives.
- Perform business analyses of functional requirements to identify information, procedure, and decision flows.
- Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems.
- Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems.
- Establish acceptance test criteria with client.
- Support and use the selected departmental methodologies.

B.14 Technical Writer

Experience Levels

Level 1: <5 years of experience
Level 2: 5-<10 years of experience
Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- Document help text, user manuals, technical documentation, web page content, etc.
- Review documentation standards and the existing project documentation.
- Determine documentation requirements and makes plans for meeting them.
- Gather information concerning the features and functions provided by the developers.
- Assess the audience for the documents/manuals which are required and prepare a statement of purpose and scope for each.
- Develop a table of content for each document/manual and write or edit the required content.
- Investigate the accuracy of the information collected by making direct use of the material being documented.
- Prepare or coordinate the preparation of any required illustrations and diagrams.
- Design the layout of the documents/manuals.
- Use word-processing, desk-top publishing and graphics software packages to produce final camera-ready copy.

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CCC No./ N° CCC – FMS No/ N° VME

WORKSTREAM 2 – IM/IT BUSINESS SUPPORT (continued)

I.9 System Administrator

Experience Levels

Level 1: <5 years of experience
Level 2: 5-<10 years of experience
Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- Install, monitor, upgrade and maintain operating systems.
- Install, monitor, upgrade and maintain hardware and software.
- Work with Business Analysts, Project Managers, Developers, and clients/stakeholders to maintain and improve software performance.
- Apply problem solving skills to troubleshoot and resolve technical problems.
- Ensure timely and reliable system administration procedures, such as backup and/or recovery.
- Analyze system performance and recommend improvements.

I.10 Technical Architect

Experience Levels

Level 1: <5 years of experience
Level 2: 5-<10 years of experience
Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements.
- Identify policies and requirements that drive out a particular solution.
- Analyze and evaluate alternative technology solutions to meet business problems.
- Ensure the integration of all aspects of technology solutions.
- Evaluate hardware and software relative to their ability to support specified requirements and, by determining potential and actual bottlenecks, and improve system performance through recommended hardware changes.
- Review computer software systems and data requirements as well as communication and response needs and determine operating systems and languages needed to support them.

WORKSTREAM 2 – IM/IT BUSINESS SUPPORT (continued)

I.11 Technology Architect

Experience Levels

Level 1: <5 years of experience
Level 2: 5-<10 years of experience
Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements.
- Identify the policies and requirements that drive out a particular solution.
- Analyze and evaluate alternative technology solutions to meet business problems.
- Ensures the integration of all aspects of technology solutions.
- Monitor industry trends to ensure that solutions fit with government and industry directions for technology.
- Provide information, direction and support for emerging technologies.
- Perform impact analysis of technology changes.
- Provide support to applications and/or technical support teams in the proper application of existing infrastructure.
- Review application and program design or technical infrastructure design to ensure adherence to standards and to recommend performance improvements.

P.2 Enterprise Architect

Experience Levels

Level 1: <5 years of experience
Level 2: 5-<10 years of experience
Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- Evaluate the enterprise's business/ICT architecture, determine its consistency and integration with the organization's business/ICT strategies, assess the degree of its alignment with Treasury Board CIO Business Transformation Enablement Program (BTEP) and Federated Architecture Program (FAP) and recommend changes to the business/ICT architecture to improve its alignment with these external factors.
- Identify future business/ICT requirements against the current enterprise architecture, perform gaps analyses, develop Requirements for Technology Architectures (RTA), and prepare migration strategies.
- Assess the feasibility of migrating from the current state to the target business architecture and enabling technologies and identify the risks associated with migrating to the target business architecture and technologies and make recommendations for risk mitigation.
- Identify business and technology trends that create opportunities for business improvement, advise business and ICT Senior Executives on ICT trends and emerging technologies and the impact on the organization's and government ICT architectures and business strategies, model "What if" scenarios and recommend appropriate changes to the existing architecture and ICT infrastructure, and recommend alternative solutions, methodologies and strategies.
- Produce an architectural evolution plan, recommend prioritization of architecture evolution initiatives, and develop and/or implement an architecture evolution plan.
- Manage the development and implementation of an architectural improvement plan.
- Coach, mentor and train the organization to perform any of the above.

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WORKSTREAM 3 – IM/IT PROJECT SUPPORT

P.2 Enterprise Architect

Experience Levels

Level 1: <5 years of experience

Level 2: 5-<10 years of experience

Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- Evaluate the enterprise's business/ICT architecture, determine its consistency and integration with the organization's business/ICT strategies, assess the degree of its alignment with Treasury Board CIO Business Transformation Enablement Program (BTEP) and Federated Architecture Program (FAP) and recommend changes to the business/ICT architecture to improve its alignment with these external factors.
- Identify future business/ICT requirements against the current enterprise architecture, perform gaps analyses, develop Requirements for Technology Architectures (RTA), and prepare migration strategies.
- Assess the feasibility of migrating from the current state to the target business architecture and enabling technologies and identify the risks associated with migrating to the target business architecture and technologies and make recommendations for risk mitigation.
- Identify business and technology trends that create opportunities for business improvement, advise business and ICT Senior Executives on ICT trends and emerging technologies and the impact on the organization's and government ICT architectures and business strategies, model "What if" scenarios and recommend appropriate changes to the existing architecture and ICT infrastructure, and recommend alternative solutions, methodologies and strategies.
- Produce an architectural evolution plan, recommend prioritization of architecture evolution initiatives, and develop and/or implement an architecture evolution plan.
- Manage the development and implementation of an architectural improvement plan.
- Coach, mentor and train the organization to perform any of the above.

P.5 Project Executive

Experience Levels

Level 1: <5 years of experience

Level 2: 5-<10 years of experience

Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- Manage several Project Managers, each responsible for an element of the project and its associated project team.
- Define and document project objectives, determine budget requirements.
- Meet with other organizational executives to ensure all organizational (internal and external) stakeholders are committed and moving forward on project and organizational goals.
- Resolve issues related to the project.
- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools.
- Project sign-off.

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WORKSTREAM 3 – IM/IT PROJECT SUPPORT (continued)

P.6 Project Administrator

Experience Levels

Level 1: <5 years of experience

Level 2: 5-<10 years of experience

Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- Assist project management and data processing professionals, technical users and end users in simple routine tasks.
- Provide administrative and technical support of a clerical nature as required to projects.
- Assist in performing such tasks as maintaining project documentation and application/system libraries.
- Act as the first point of contact in a "hot-line" situation by accepting incoming calls, logging calls, attempting to resolve simple problems and following established procedures for more difficult problems.
- Track project change requests.
- Maintain and update relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence.
- Use computer tools, aids, system control languages on PCs, minis, or mainframes to perform work.
- Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project.

P.9 Project Manager

Experience Levels

Level 1: <5 years of experience

Level 2: 5-<10 years of experience

Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- Manage several Project Managers, each responsible for an element of the project and its associated project team.
- Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters.
- Formulate statements of problems; establishes procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof.
- Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team.
- Report progress of the project on an ongoing basis and at scheduled points in the life cycle.
- Meets in conference with stakeholders and other project managers and states problems in a form capable of being solved.
- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools.
- Project sign-off.