Part - Partie 1 of - de 2
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Public Works and Government Services Canada

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SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

Title - Sujet	
TBIPS - Business Transformation	

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35035-161272/A	007

Client Reference No. - N° de référence du client	Date
35035-161272	2017-04-06

GETS Reference No. - N° de référence de SEAG
PW-$$ZM-625-31142

File No. - N° de dossier	CCC No./N° CCC - FMS No./N° VME
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Solicitation Closes - L'invitation prend fin
at - à **02:00 PM**
on - le **2017-04-19**

Time Zone
Fuseau horaire
Eastern Daylight Saving Time EDT

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

Address Enquiries to: - Adresser toutes questions à:	Buyer Id - Id de l'acheteur
Haroutounian , Rosanna	625zm

Telephone No. - N° de téléphone	FAX No. - N° de FAX
(819) 420-2076 ( )	( ) -

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Comments - Commentaires
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Québec
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Telephone No. - N° de téléphone
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Name and title of person authorized to sign on behalf of Vendor/Firm
(type or print)
Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)

Signature   **Date**

Canada

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AMENDMENT NO. 007

This amendment is raised to answer Bidders' questions and to modify the solicitation accordingly:

QUESTIONS AND ANSWERS

Q1.	**a)** We would like to request being added to solicitation 35035-161272/A currently posted on the Government of Canada Buy and Sell site. **b)** We are an existing, qualified TBIPS SA holder and we are very interested in this RFP. Can you please invite us? **c)** As per the TBIPS rule (see below), we respectfully ask to be invited to the above solicitation: 2.3 Tier 1 Requirement Limitations iv) No Limit to Invitation Process: Once the minimum of Suppliers has been selected as per (ii) or (iii) above, at any time during the course of the procurement process the Client may choose to invite additional Suppliers using the CPSS Client Module. There is no limit to the maximum number of Suppliers that may be invited to submit a proposal under Tier 1; however, excepting the circumstances of 16.2.5 below, Suppliers may not submit a proposal in response to a solicitation unless they have been invited to do so. However, should an uninvited SA Holder wish to be invited, it may contact the Contracting Authority to request an invitation at any time prior to five days before the published bid closing date, and an invitation will be made to that SA Holder unless it would not be consistent with the efficient operation of the procurement system. In no circumstance will such an invitation require Canada to extend a bid closing date. Where additional invitations are made during the solicitation process, they may not be reflected in a bid solicitation amendment.
A1.	The solicitation document is available on buyandsell.gc.ca Website. All TBIPS SA Holders currently holding a TBIPS SA for Tier 2 in the National Capital Area under the latest series (see Solicitation Revision #001) of SAs are eligible to submit a proposal.
Q2.	a) Is there or has there ever been a vendor providing some or all of these services and if so, can the client please identify the vendor and disclose the dollar value associated with the contract? b) Please identify whether there is or has been in the past, a company or individual performing similar or related work? If so, through which company, what was the contract value and how long were they performing the services under the contract (i.e.: length of initial contract and any extensions)?
A2.	Services: Project Manager – Level 3 Initial contract dates/duration: September 30, 2010 to September 29, 2012

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	Company: ADRM Technology Consulting Group Corp. Contract amount: $507,279.61 Services: Project Manager – Level 3 Initial contract dates/duration: September 23, 2013 to March 31, 2015 Company: Nisha Technologies Inc. Contract amount: $728,993.31 Services: Business Analyst – Level 3 Initial contract dates/duration: September 24, 2014 to September 23, 2017 Company: ADRM Technology Consulting Group Corp. Contract amount: $778,276.20 Services: IT Project Manager – Level 3 Initial contract dates/duration: April 16, 2015 to April 15, 2017 Company: Mindwire Systems Ltd. Contract amount: $1,848,680.00 Services: Project Manager – Level 3, Business Analyst – Level 3 Initial contract dates/duration: August 15, 2016 to August 14, 2017 Company: BP&M Consulting Inc. Contract amount: $884,113.00
Q3.	Please confirm that for Corporate Criteria M1 and R1, suppliers may reference ongoing contracts as long as they were awarded in the last five (5) years?
A3.	Yes. Bidders may reference ongoing contracts as long as they were awarded in the last five years for M1 and R1.
Q4.	For the Business Analyst, Level 3, Rated Evaluation criterion R3, please confirm that a project used to substantiate this requirement which includes any one of (i) through (v.) will be awarded points, and that projects do not need to include all of these elements.
A4.	Yes. A project should include at least one of the elements listed in R3 in order to gain points.
Q5.	The RFP is asking Bidders to propose 5 identical resources for each of the Business Analyst and IT Project Manager categories. Given the movement in procurement towards more Corporate qualifications based RFPs, and considering this RFP does contain several challenging mandatory and rated corporate requirements which demonstrate Bidders' ability to provide these services we do not see the value in the effort expended by both Bidders to write, and Evaluators to evaluate, 5 identical resource grids. Therefore we respectfully request that the RFP be amended such that Bidders must propose only 2-3 resources for each of these categories two categories.

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A5.	Yes, Canada accepts the request. Please refer to solicitation revision No. 004.
Q6.	We are very interested in responding to this opportunity, but given the complexity of the Request for Proposal, we would like to request a two-week extension of the due date (to April 11, 2017) be granted to all bidders?
A6.	Canada is not prepared to extend the closing date of this RFP.
Q7.	Since ITIL is an acceptable certification for the Project Manager, will PCO accept an ITIL certification for the Business Analyst, Level 3 role too?
A7.	No. Canada is not prepared to change the criterion.
Q8.	In regards to R9, would the Crown accept other equivalent Certificates that have been previously accepted in other RFPs. Accepting these equivalent certifications, will allow the Crown to receive qualified resources: Would the Crown consider revising R9 to read the following: The Bidder should demonstrate that the proposed resource holds a valid professional certification / designation in business analysis: Internal Institute of Business Analysis (IIBA), and/or Certified Business Analyst Professional(CBAP), and/or Project Management Institute – Project Business Analyst (PMI-PBA), and/or Certification in Competency in Business Analysis (CCBA), and/or **"Business Analyst Master Certificate" from a recognized University degree,** and/or **"Advanced Certificate of Completion in Business Analysis" from a recognized University degree,** and/or **"Business Process Management Professional Certificate" from a recognized University degree.**
A8.	Yes, Canada accepts the request. Please refer to solicitation revision No. 005
Q9.	M2 and R1 of the Business Analyst requirement ask for experience using TBS' Business Case Guide. Most Federal Government departments are not mandated to use the TBS Business Case Guide and as such, the Crown is limiting a number of qualified resources with this clause. We respectfully ask the Crown to remove "experience using TBS' Business Case Guide" from M2 and R1.
A9.	No. Canada is not prepared to change the criterion.
Q10.	In regards to the Project Manager, Level 3, we have the following questions about the Attachment 4.1 Mandatory and Attachment 4.2 Point Rated requirements: a) In requirements M5 and M7, bidders are asked to demonstrate the resource has 10 years' experience as a **Senior** Project Manager. This would require a minimum of 20 years in Project Management experience to achieve, however only experience within the last 15 years will be accepted. Please confirm that

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	these requirements are intended to request 10 years of experience as a Project Manager (any level).
	b) In requirement M7, 10 years of experience are required managing 2 projects. Please confirm that the requirement for 10 years is not intended to be included, and the requirement should read "The Bidder must demonstrate that the proposed resource has experience on 2 IM/IT projects leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users (of any duration)."
	c) In requirement R13, in order to achieve all components of the requirement resources will need to have been on the project for the full SDLC. Resources will need 4+ projects to score full points, and the full SDLC will require the resource to have been on the project for a longer duration, however the experience must be within 5 years. Would the Crown please extend the experience time limitation to "within the past 10 years"?
A10.	a) No. Canada is not prepared to change these criteria to include other levels of experience.
	b) Canada requires bidders to demonstrate the proposed resource has at least ten years of experience managing a minimum of two IM/IT projects in those ten years which included leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users. Please refer to solicitation revision No.006.
	c) Yes, Canada accepts the request. Please refer to solicitation revision No.007.
Q11.	In regards to the <u>Business Analyst, Level 3,</u> we have the following questions about the Attachment 4.1 Mandatory and Attachment 4.2 Point Rated requirements: a) In requirement M3, bidders are asked to demonstrate the resource has 10 years' experience as a **<u>Senior</u>** Business Analyst. This would require a minimum of 20 years in Business Analysis experience to achieve, however only experience within the last 15 years will be accepted. Please confirm that these requirements are intended to request 10 years of experience as a Business Analyst (any level). b) Requirements R5 and R8 request references for 12+ years of experience. Due to the difficulty resources often face in obtaining references spanning this length of time due to retirement, moves, or other factors, please confirm that only projects from the last 5 years will require a reference. c) Requirement R9 requests the resource to hold a valid professional certification/designation in business analysis, would the Crown accept an MBA in combination with an Associate Business Analysis Certification to meet this requirement?

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A11.	a) No. Canada is not prepared to change this criterion to include other levels of experience.
	b) Yes, Canada accepts the request. Only projects and experience from the last five years will require references for R5 and R8. Please refer to solicitation revision No.008.
	c) Canada will accept an Associate Business Analysis Certification from a recognized university for the Bidder's proposed resource in R9. Please refer to solicitation revision No.009.
Q12.	In Attachment 4.1 Mandatory Technical Criteria, the RFP states that Bidders must supply a resume for each proposed resource. Further in this section, at Tables 2 through 4, the RFP states that Bidders must propose a combination of 12 resources for stated categories. Could PCO please confirm how many resumes are required per category at bid submission?
A12.	Please refer to Question and Answer #5 and Solicitation Revision no.004. Canada requires a total of eight resumes.
Q13.	Can PCO please confirm that with respect to the Senior IT Project Manager (Level 3) requirement M7 that they are looking for 10 years of demonstrated experience as a Senior IT project Manager (Level 3) with at least two projects where they have lead an IM/IT project team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users.
A13.	Please refer to Question and Answer #11 b) and Solicitation Revision no.006.
Q14.	With respect to R13 and the requirement for Senior Project Manager (Level 3). In order for the candidate to receive full points they must demonstrate 4+ projects since January 1, 2012 (last 5 years). This requirement is not realistic as projects over $1M, that progress through the entire lifecyle (initiation to close out) are typically longer than 1 year in duration. Therefore Project Managers who has worked on projects of this scope and size, through the entire project lifecycle would not be able to demonstrate 4+ projects in the last 5 years. We respectfully request that PCO allow for experience to be claimed since January 1, 2007 (last 10 years) in order to meet this requirement?
A14.	Please refer to Question and Answer #11 c) and Solicitation Revision no.007.
Q15.	The PDF version of this RFP posted on Buy & Sell appears to be a marked-up version, and not a final version. Could the Crown please provide a final clean version of the RFP to Bidders?
A15.	Please refer to Solicitation Revision no. 003 for an unmarked copy of the solicitation.

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Q16.	Subsection 7.9 (c), "Method of Payment for Task Authorizations with a Maximum Price," states that "Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA…" This method describes a TA to a maximum approach and is not suitable for a contract position on an integrated team. Please confirm that this clause should instead describe per diem services.
A16.	This Method of Payment is appropriate for the requirement and typical for the commodity. Canada will not change the clause.
Q17.	Given the detailed nature of the requirements and the amount of time necessary to produce a quality response, we respectfully request an extension to April 11.
A17	Yes, Canada accepts the request to extend the closing date to April 11 2017 at 2:00 PM.
Q18.	There is a large influx of Federal Government requirements at fiscal year-end. Also, March Break makes it exceedingly difficult to reach resources and corporate references. Would Canada please extend the closing date by 3 weeks to allow bidders enough time to connect with resources, validate their experience, and connect with client references in order to submit a competitive bid?
A18.	Canada will extend the closing date to April 11 2017 at 2:00 PM.
Q19.	Please confirm that contracts provided to demonstrate experience for Corporate Mandatory Criteria M1 may be ongoing, as long as the resource work that is being used to meet the $15M value has been completed and invoiced.
A19.	Bidders may reference ongoing contracts as long as they were awarded in the last five years and meet the $15M value requirement for M1.

Q20.	Corporate Mandatory M1 states:
	
	"The Bidder must demonstrate that it generated a business volume of at least $15,000,000 ($15 M) in the last five (5) years providing IT Professional Business Transformative Services to outside clients*.
	
	The Bidder must demonstrate this experience by providing a maximum of three (3) contracts…"
	
	Our questions are as follows:
	
	    a) Please confirm that the Crown is looking for <u>billed</u> values (taxes included) rather than the value of the contract to reach the minimum of $15M.
	    b) Given that PCO is seeking demonstration of recent (past 5 years) Business Transformative Services experience within only 3 contracts, and the low number of high dollar value contracts in the national capital region in recent

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	years, $15M is an excessively large billed value, and would exclude many relevant contracts that are similar in terms of the tasks/scope to those listed in this RFP's Statement of Work. We respectfully ask that the Crown reduce the requirement to $11M.
A20.	a) No, Canada is not requesting that bidders demonstrate this experience by providing billed values. b) 2) Canada is not prepared to reduce the requirement to $11M. Canada will accept a maximum of four contracts. Please refer to Solicitation Revision no. 010
Q21.	RFP Amendment 3, A3, states: ". . . Bidders may reference ongoing contracts as long as they were awarded in the last five years for M1 and R1." This response changes the meaning of both criteria; as written, neither M1 nor R1 mentions that referenced contracts (ongoing or completed) must have been <u>awarded</u> within the last five years. Thus, we ask the following: a) For M1, please confirm that demonstrating minimum <u>billings</u> within the last five years will be sufficient to demonstrate compliance, regardless of when the contract was awarded. b) For R1, please clarify the acceptable date range for experience claimed. As written, the requirement states that "Only experience claimed since January 1, 2002 will be considered for evaluation purposes."
A21.	a) Please refer to Question and Answer #20 and solicitation revision no. 010. No, Canada is not requesting that Bidders demonstrate this experience by providing billed values. b) Canada will accept experience from January 1, 2002 until the closing date for R1.
Q22.	Section 3.2: Section 1: Technical Bid (iv) states that for *"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 descriptions of the Resource Categories identified in Annex A"*. As the Corporate Mandatory M1 in Attachment 4.1 requires Bidders to *"demonstrate that it generated a business volume of at least $15M in the last five (5) years"*, can the Crown please confirm that the *"Business Volume"* of the Bidder's supporting contracts is the **Billed Value of professional services provided under the categories of Project Managers, Business Analysts, and/or Project Coordinators** ?
A22.	No, Canada is not requesting that Bidders demonstrate this experience by providing billed values. Bidders must demonstrate this experience by providing the information requested in M1.
Q23.	Regarding R9 on the BA grid, please confirm that a designation as a Certified Management Consultant (whose core competencies overlap with business analysis; see http://www.cmc-canada.ca/cmccacdesignation/earnthecmc/cmcprofileoverview) would be acceptable.

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A23.	Canada is not prepared to change the criterion.
Q24.	For R9 – As a follow up to Q&A #8: The certifications added by the Crown are still rare and very much tailored to a few individuals and will favor the incumbents. To make this solicitation a fair and open process, we request that more common certifications be accepted including: ITIL, PMP, TOGAF and Agile. All of these certifications are completely relevant to the BA role and have a broader application. The listed certifications in R9 and the ones added as a result of amendment #3 are rare; this combined with the bilingual and secret security requirements, severely restricts bidders to a limited number of candidates that can score points for this criterion. We request that the Crown considers making this requirement more open by accepting other relevant certifications?
A24.	Canada is not prepared to change the criterion.
Q25.	We have the following questions regarding Corporate Criterion R1: Please clarify the point scale for the Project Coordinators. As stated, the scale is: 2 to 4 people = 2 points 5 to 8 people = 5 points 8 to 10 people = 10 points >10 people = 15 points (C) Should it be one of the following? 2 to 4 people = 2 points 5 to 7 people = 5 points 8 to 10 people = 10 points >10 people = 15 points (C) Or 2 to 4 people = 2 points 5 to 8 people = 5 points 9 to 10 people = 10 points >10 people = 15 points (C)
A25.	The point scale for Project Coordinator in R1 should state: 2 to 4 people = 2 points 5 to 7 people = 5 points 8 to 10 people = 10 points >10 people = 15 points (C) Please refer to solicitation revision no. 011
Q26.	For R1 – Corporate: The bidder has to demonstrate billing for 10+ resources under the TBIPS Project Coordinator Level 2 category, since January 1, 2002. Can you please confirm that TBIPS Project Coordinators Level 3 will be compliant to this

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	requirement without any justification, seeing as the TBIPS definition is exactly the same for both level 2 and level 3 project coordinator?
A26.	Canada accepts the request. Please refer to Solicitation Revision no. 012.
Q27.	Regarding the Business Analyst grid, R3, to ensure alignment with the RFP and PM SOWs, would the Crown consider adding "COTS implementation" to the list of acceptable projects/initiatives?
A27.	Canada accepts the request. Please refer to Solicitation Revision no. 013.
Q28.	For the Level 3 IT Project Manager Stream, Rated Evaluation Criteria R11, R12, R13 and R14 is awarding 10 points for 4+ Projects. Can you please clarify full points will be awarded to 4 projects that substantiate the experience or does it have to be greater than 4 projects?
A28.	Points will be allocated for 4 projects that substantiate the experience in R11, R12, R13, and R14.
Q29.	M7 on the PM L3 grid states, "The Bidder must demonstrate that the proposed resource has ten (10) years of experience as the Senior IT Project Manager (Level 3) managing two (2) IM/IT projects leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users." We are finding that there are a couple interpretations of this sentence. Please clarify if: The Bidder must demonstrate that the proposed resource has experience as the Senior IT Project Manager (Level 3) managing two (2) IM/IT projects leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users (since ten (10) years of experience as the Senior IT Project Manager (Level 3) has been demonstrated in M5). Or The Bidder must demonstrate that the proposed resource has 10 years managing projects where the resource was "leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users" **using a minimum** of 2 IM/IT projects.
A29.	Please refer to Question and Answer #11 b) and Solicitation Revision no.006.
Q30.	Question 7) Criterion M7, for the Level 3 IT Project Manager (page 70) reads: "*The Bidder must demonstrate that the proposed resource has ten (10) years of experience as the Senior IT Project Manager (Level 3) managing two (2) IM/IT projects leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users.*"

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	The wording of this criterion is confusing, but from similar wording in other RFPs we assume that the criterion is for the candidate to have 10 years in the past 15 years of experience managing IM/IT projects, including at least "… 2 IM/IT projects leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users" can you please confirm our understanding?
A30.	Please refer to Question and Answer #10 b) and Solicitation Revision no.006.
Q31.	We would like to request clarification regarding Mandatory Criteria 3 for the Project Manager. The criteria states that that "…proposed resource has ten (10) years of experience as the Senior IT Project Manager (Level 3) managing two (2) IM/IT projects leading a team that …" Can the crown please confirm that a resource can have worked on more than 2 projects in 10 years and still meet this requirement.
A31.	Please refer to Question and Answer #10 b) and Solicitation Revision no.006.
Q32.	For the Level 3 IT Project Manager Stream, Rated Evaluation Criteria R13 is awarding full points to 4+ Projects with experience claimed since January 1, 2012. We feel this window of time is small and penalizes those individuals required to conduct activities from Initiation to Close for projects that may be enterprise level initiatives that may be multi-year in duration. We respectively ask this criteria be changed to accept experience claimed since January 1, 2007.
A32.	Please refer to Question and Answer #10 c) and Solicitation Revision no.007.
Q33.	R13 on the IT PM grid awards full points to resources with 4 or more projects performing a full project lifecycle since January 1, 2012 (~5 years.) It would be extremely difficult for PMs to have successfully managed 4 ($1M+) projects from initiation to close out in that time frame. Would the Crown consider either reducing the number of projects required to score full points or extending the timeframe to January 1, 2007?
A33.	Please refer to Question and Answer #10 c) and Solicitation Revision no.007.
Q34.	To score maximum points for R5, the resource has to demonstrate 12 years of "experience defining requirements and fit gap analysis for IM/IT projects", AND he/she "must provide the name, e-mail address, title, and organization for **each** customer reference" within these 12 + years of experience.

To score maximum points for R8, the resource has to demonstrate 12 years of experience "developing change management plans or transition plans to move from the current to future state in an IT project environment", AND he/she "must provide the name, e-mail address, title, and organization for **each** customer reference" within these 12 + years of experience.

It is going to be extremely difficult to provide references for ALL the projects listed in the grid for R5 and R8 considering that some of these projects are from 12 + years ago and it is hard to keep track of or be able to get in touch with client references for such a long period of time. Would the Crown accept more recent references (i.e. within the last 5 years or for the resource's 3 most recent projects)? |

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A34.	Please refer to Question and Answer #11 b) and solicitation revision No.008.
Q35.	We understand that the Office of the Prime Minister and all branches of PCO would like to put a vehicle in-place to support a number of business critical technology projects. These projects will drive change across all business lines and are not only complex technically it will require significant transformation across PCO to deliver the desired outputs and outcomes. Although this solicitation is aligned to a pure staff augmentation approach, and there are a number of firms that can provide resources on an ad hoc basis, there are also firms that can provide these types of resources and also bring methodologies, leading project management and transformation practises as part of their delivery approach. To assist PCO in selecting a firm (s) that can both bring both resources "On Demand" and best of breed methodologies, approach and IP we kindly request you amend M1 as follows: The Bidder must demonstrate that it generated a business volume of at least $15,000,000 ($15 M) in the last five (5) years providing IT Professional Business Transformative Services to outside clients*. The Bidder must demonstrate this experience by providing a maximum of three (3) contracts for IT Professional Business Transformative Services including the following information: * To demonstrate the reference contracts align to Business transformative services, the firm must identify: (a) The firm's project management methodologies leveraged as part of the delivery approach (b) The firm's transformation methodologies leveraged as part of the delivery approach (i.) The Contract number; (ii.) The start date of the Contract; (iii.) The Contract value (applicable tax included); (iv.) The name of the client organization (e.g. PCO); and (v.) The resource category (vi.) The name, e-mail address, and title for a customer reference. If only the telephone number is provided, it will be used to call to request the e-mail address
A35.	No. Canada is not prepared to change the criterion.
Q36.	For the IT Project Manager, Level 3, R10 states that: "The Bidder should demonstrate a minimum of two (2) projects that the proposed resource has experience as the Senior Project Manager (Level 3) responsible for developing key project artefacts such as: (i.) Developing Project Charters; (ii.) Developing Project Management Plans;

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	(iii.) Developing Project Dashboards and Logs; (iv.) Developing Concept of Operations Document; and (v.) Developing Change Management Strategy." With the scoring as follows: 5 artefacts = 5 points 6 to 10 artefacts=10 points a) Our understanding of this requirement is that individuals can score full points by having all of the five listed project artefacts in 2 or more projects, or 2 of the artefacts in each of 5 projects. Is that correct? b) Also, given that the list begins with "such as," can bidders use experience developing other key project artefacts (i.e., artefacts not on the list, such as a risk strategy, a communications strategy, a project budget, a project schedule, etc.) to score points here?
A36.	a) Yes. Points will be allocated for a minimum of two projects and a minimum of five artefacts in any combination for R10. b) No. Canada will not consider other artefacts than those listed in R10. Canada's intent was to limit the list to the listed artefacts. Please see Solicitation Revision no.014.
Q37.	Regarding Criterion M6, for the Level 3 IT Project Manager (page 69) a) There requirement requests projects managed for either new business solution or Web solution or custom application development solution in a Microsoft-based Windows environment. Can you please clarify our interpretation of the ' in a Microsoft-based Windows environment' requirement: We assume, to demonstrate compliance, the consultant's experience may be within a Windows Desktop environment OR Windows Server environment. b) Additionally, we understand that only experience claimed since January 1, 2002 will be considered for evaluation purposes: Can you please confirm that experience gained on projects starting before Jan-1-2012 but ending after Jan-1-2012 will still be accepted experience with the understanding that only the months starting from Jan-1-2012 will be counted for this criterion. If this would not be acceptable then we ask that the crown please extend the timeframe from 15 years to 20 years to allow consultants to claim experience from large multi-year projects that may have started beyond the 10 years but ends within the past 10 years.
A37.	a) Yes. M6 should read "Microsoft-based Windows environment within a Windows Desktop environment or Windows Server environment." Please see Solicitation revision no.015 b) Yes. Bidders may submit projects that began before Jan. 01 2012 but only the

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	experience starting after this date will be considered for evaluation purposes for M6.
Q38.	For R1 – Corporate: There are in TBIPS multiple categories being utilized by clients to procure Project Coordinators, where tasks and responsibilities are more or less the same and where the resource is performing project coordinator functions. Can you please confirm that resources that were engaged under a different TBIPS category will be accepted as compliant, as long as equivalency to the Project Coordinator Level 2 category is demonstrated to at least 50% of the tasks listed in the RFP SOW?
A38.	Canada will accept experience performed by resources where the experience meets the criteria of Project Coordinators in R1. See solicitation revision no. 016.
Q39.	In several criteria R12 and R13 R11 & R14 – Project Manager resource: 4 projects are requested within a 5-year time frame for full points. In the case of R13, in particular the project manager must have been managing the project for the full life cycle. This is very difficult to achieve for resources that have worked on large transformation projects more than 1 year in duration. We request that the timeframe be expanded to 15 years. Please consider amending these criteria with a longer timeframe.
A39.	No. Canada is not prepared to change the criteria.
Q40.	For resource criteria where references are required (M4, M6, M9, R5, R8, R11, R13, R15, R17), resources would, in some cases, need to provide contact information for projects going back over 12 years, which could be difficult/impossible to obtain and not necessarily helpful to the Crown in assessing the candidate's recent expertise. We respectfully ask that the Crown consider reducing the requirement to 2 references within the last 5 years for all applicable criteria.
A40.	Canada accepts the request to require references from the last five years for M4, M9, R11, R13, R15, and R17. See solicitation revision no. 017.

For R5 and R8, please see Question and Answer #11 b) and solicitation revision no.008.

For M6, please see solicitation revision no.015. |
Q41.	For Multiple Resource Criteria where references are requested: Requesting references for all projects for criteria demanding 10 years of experience is unreasonable and puts undue burden on the bidder and the resources who must try to track down people that have moved on or have retired. It is generally accepted providing 3 recent reference for relevant projects is sufficient to validate candidates' experience.
A41.	Please refer to Question and Answer #40 and solicitation revision No.017.
Q42.	With respect to the Senior IT Project Manager (Level 3) requirement M7, revision

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	006. Where PCO states "managing a minimum of two (2) IM/IT projects in those ten years which included leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users". Can you please confirm that only the 2 projects demonstrating that the candidate was "leading a team that implemented new products or software upgrades or hardware products" need to be in an environment of over 1,000 users?
A42.	Yes, only the 2 projects demonstrating the proposed resource was "leading a team that implemented new products or software upgrades or hardware products" need to be in an environment of over 1,000 users.
Q43.	For R15, in order to meet the 4+ projects to score full points, the resource is using projects which are over 8 to 10 years old. Due to the difficulty resources often face in obtaining references spanning this length of time due to retirement, moves, or other factors, please confirm that references can be provided only for experience gained in the last 5 years (which is similar and consistent with what the Crown has done for R5 and R8).
A43.	Please refer to Question and Answer #40 and solicitation revision No.017.
Q44.	For R16, please confirm that demonstrating 8+ years of cumulative experience in all 4 tasks will score full points.
A44.	Yes, full points will be allocated for demonstrating 8+ years of cumulative experience in all 4 tasks for R16.
Q45.	For R17, please confirm that demonstrating 8+ years of cumulative experience in all 4 tasks will score full points.
A45.	Yes, full points will be allocated for demonstrating 8+ years of cumulative experience in all 4 tasks for R17.
Q46.	Given the potential for this contract to be extended to reach a total of four years, it may be in PCO's best interests to allow for some flexibility in hiring non-bilingual BAs on this contract. Thus, would the Crown consider: a. Allowing 1 of the 3 BAs submitted at bid closing to be non-bilingual (i.e., either English or French only)? b. Changing the bilingualism requirement at the TA stage so that BAs can be called up as English, Bilingual, and/or French, depending on the Crown's needs at that time?

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A46.	a) Yes, Canada accepts the request to evaluate two bilingual Business Analysts and one English or French Essential Business Analyst at bid closing. Please see solicitation revision no.018
	b) No. Canada is not prepared to change the bilingualism requirement at the TA stage. However, Canada will reduce the language certification requirement for the Business Analyst resource category to two bilingual and one English or French Essential. Please refer to solicitation revision no.018.
Q47.	Would the crown please clarify what it means by "TBS Business Case Guide" as stated in Mandatory Criteria 2 for the Business Analyst? We are requesting more information and a clear definition.
	a) The link provided in M2 is not valid.
	b) Typical BA's work on Business Cases that align with Government of Canada standards but are not necessarily labelled as a "TBS Business Case." We are unclear as to how the "TBS Business Case Guide" differs from Government of Canada standards when it comes to writing business cases. Seeing as though TBS typically defines all Government of Canada guidelines, including those governing Business Analysts writing business cases, it only makes sense that any Business Analysts who have written Business Cases for a Government of Canada department will have the stated experience and, therefore, satisfy this requirement.
	c) If the "TBS Business Case Guide" is in fact a completely separate, and unrelated, document to the above description please provide a definition and grounds for requiring this document.
A47.	Canada has revised M4. Please refer to solicitation revision no.017.
Q48.	Business Analyst requirement M2 requests: "Recent experience developing and evaluating business cases for IM/IT projects using TBS' Business Case Guide (http://www.tbssct.gc.ca/hgw-cgf/oversight-surveillance/itpm-itgp/pm-gp/emfcag/bcg-gar/bcg-gartb-eng.asp)." Would the Crown accept Crown Corporation experience that follows a Business Case Guide with comparable standards to the TBS Business Case Guide, containing 4 Stage Gates, 5 total steps, and an approval process to move to each stage. This aligns with the current requirement as the same information must be gathered and presented through documentation, with little difference in templates.
A48.	Canada has revised M4. Please refer to solicitation revision no.017.
Q49.	With respect to Point-Rated Technical Criteria, Table 1: Corporate Criteria; R1. Can PCO please confirm that in demonstrating experience against this requirement, if a

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	vendor is using TBIPS contracts for identical roles that providing a contract/ ta number, role, duration of contract, and number of resources will be sufficient without mapping to any of the demonstrated tasks identified within the requirement by role?
A49.	No. Bidders must demonstrate this experience by providing the information requested in R1, as well as a list of tasks completed with each invoice or a Statement of Work. Please refer to solicitation revision no.016.
Q50.	As per R1 of the Rated Evaluation Criteria found on page 76 of the original RFP states; To demonstrate experience, the Bidder is required to submit as part of their bid: i. The number of resources by category; ii. The name of the project and the organisation; and **iii. Copies of an invoice issued by the Bidder for work performed by these resources.** In regards to point iii) this has the potential to add hundreds of pages to the Technical Evaluation. In order to adhere to Canada's Policy on Green Procurement (page 9), would the Crown consider copies of the invoices provided on a secured USB stick?
A50.	No. Canada is not prepared to change the requirement.
Q51.	In reference to page 76 of 85 in the original RFP, R1 asks for the following information: To demonstrate experience, the Bidder is required to submit as part of their bid: i. The number of resources by category; ii. The name of the project and the organisation; and iii. Copies of an invoice issued by the Bidder for work performed by these resources. In reference to iii) due to confidentiality some Clients prefer not to have their invoices released to the public. In order to avoid a breach in privacy would the Crown please consider a letter from the organization stating the Bidder delivered work performed by these resources that correspond with the skill sets required in the category?
A51.	Canada accepts the request to accept a letter from the organization stating the Bidder delivered work performed by the resources required in R1 if invoices are not available for public release.
Q52.	The Crown's answers provided under A10a) and A11a) of Amendment 4 are impossible to achieve as a person cannot have 20 years of experience within the last 15 years. As the RFP defines a Senior level resource has over 10+ years of experience, and the PM & BA must have <u>10 years experience as a **Senior** resource</u>, these requirements as currently written require a total of twenty years of experience at minimum. It is not possible for a resource to obtain 20 years of experience within the last 15 years. We believe this is was not the intent of this requirement, and the

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Crown is really seeking 10 years of experience within the last 15 years.

Therefore, please confirm that requirements M3, M5 and M7 should be should modified to read:

- M3: "The Bidder must demonstrate that the proposed resource has at least ten (10) years of experience as a Business Analyst in leading requirements development sessions with stakeholders and documenting requirements in Use Case format. Only experience claimed since January 1, 2002 will be accepted."

- M5: "The Bidder must demonstrate that the proposed resource has at least ten (10) years of experience as an IT Project Manager delivering projects."

- M7: "The Bidder must demonstrate that the proposed resource has ten (10) years of experience as the Senior IT Project Manager (Level 3) managing two (2) IM/IT projects leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.

A52.	Canada is not prepared to accept the changes as requested. However, Canada will revise the criteria. Please see solicitation revision no.019.
Q53.	M5 and M7 on the PM grid request 10 years of experience as a "Senior (Level 3) IT Project Manager." We interpret this to mean that resources are to demonstrate that they are senior-level IT PMs by detailing 10+ years of category-relevant experience (as defined by TBIPS category requirements) working on IT projects. Is that correct?
A53.	Please refer to Question and Answer #52 and solicitation revision no.019.
Q54.	Will the Crown accept Secret clearance that has expired with a renewal in process at the time of proposal submission? For example: a resource whose Secret clearance renewal has been in process since August 2016, but whose existing clearance expired in January 2017 (and who is currently on contract in another GoC department, which has been honoring the clearance until the renewal is granted).
A54.	No. Please see section 6.1 of the RFP.
Q55.	Given the numerous changes now required with Amendment 5, and that we are still waiting on answers to questions that were submitted March 17, 2017 would the Crown kindly extend the closing date to April 25th, 2017 to allow ample time to research and complete revisions properly to ensure a compliant submission.
A55.	Canada will extend the closing date to April 19 2017 at 2:00 PM.
Q56.	Will the Crown accept the following educational degrees and designations in business analysis for R9:

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	• Master's Degree: IT Project Management, University of Ottawa (School of Information Technology and Engineering) • MBA, University of Montreal Business School MIS/ Project Management • BA-Minor in Marketing/ GOP, University of Montreal Business School • BA in Operation Management, University of Montreal Business School
A56.	No. Canada is not prepared to change the criterion.
Q57.	With respect to Table 1 Corporate Criteria, M1. The original wording of this requirement states "The Bidder must demonstrate that it **generated** a business volume of at least $15,000,000 in the **last five years** providing IT Professional Business Transformative Services to outside clients." Through Amendment 3 Q&A 3 and Amendment 5 Q&A # 19 significantly change this requirement as they state "as long as they were **awarded** in the **last five years**". Given the value to the Crown is in obtaining a vendor that provided Business Transformation Services within the last five years, please confirm that a vendor who responds with a reference that was awarded prior to the last five years but clearly demonstrates generated business volume within the last five years for the given services meets the requirement as stated in the RFP?
A57.	No. Bidders must demonstrate this experience by providing the information requested in M1 and as specified, this has to have been within the last five years. Please also refer to Question and Answer #3.
Q58.	At Q&A 20; 21; and 22 the PCO consistently indicates that they are not looking for vendors to provide "Billed value" in order to demonstrate "Business Volume" against corporate criteria M1. If it is not billed value that the Crown is looking for in response to Corporate Criteria M1 then can PCO please define "Business Volume" and what will constitute demonstrated proof of this volume?
A58.	Bidders must demonstrate this experience by providing the listed information requested in M1. Canada is not requesting that Bidders demonstrate this experience by providing billed values.
Q59.	With respect to the Senior IT Project Manager (Level 3) requirement M7, revision 006. Where PCO states " The Bidder must demonstrate that the proposed resource has ten (10) years of experience as the Senior IT Project Manager (Level 3)managing a minimum of two (2) IM/IT projects in those ten years which included leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users". This could mean: **A)** That candidate must have ten (10) years of experience as a Senior IT Project Manager (Level 3) managing projects that involved leading teams that implemented new products or software upgrades or hardware products, but only two (2) of the IM/IT projects have to be in an environment of over 1,000 users. **OR** **B)** That the candidate must have ten (10) years of experience as the Senior IT Project Manager (Level 3) managing a minimum of two (2) IM/IT projects and for all

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	ten (10) years the candidate must demonstrate experience leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users. Please confirm that **A)** is correct and the candidate must have ten (10) years of experience as a Senior IT Project Manager (Level 3) managing projects that involved leading teams that implemented new products or software upgrades or hardware products, but only two (2) of the IM/IT projects have to be in an environment of over 1,000 users ."
A59.	Please refer to Question and Answer #42.
Q60.	For the rated requirement R3 for the business Analysts level 3, would the crown consider adding Identity Management solution to the list of acceptable types of projects/initiatives?
A60.	No. Canada is not prepared to change the criterion.
Q61.	*P.9 IT Project Manager Level 3 (either of these categories)* *B.1 Business Analyst Level 3* Please confirm if a vendor can provide one or both but not all of these services and if so, can the client please identify the need (being one) for the contract?
A61.	No. This bid solicitation is intended to result in the award of up to two contracts, each for two years plus up to two one-year irrevocable options allowing Canada to extend the term of the contracts for the services described in Annex A – Statement of Work.
Q62.	Due to the numerous changes that have been released through amendments, please release an updated RFP that includes all of these changes with updated grids.
A62.	No, Canada will not post an updated RFP. It is the Bidder's responsibility to ensure that any revisions made through any solicitation amendment issued through Buy and Sell are taken into account.

SOLICITATION REVISIONS:

001	**PART 1 - GENERAL INFORMATION** **1.2 Summary (f) and (g)** **DELETE:** TBIPS SA #EN578-055605

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	INSERT: TBIPS SA #EN578-170432
002	**Revisions to the French copy not required in the English.**
003	**Amendment 002 is to post an unmarked copy of the solicitation.**
004	**a) ATTACHMENT 3.1 - BID SUBMISSION FORM** **DELETE:**

Resource Category	Level of Expertise	Language Requirement	Security Level Required	Bidder's Proposed Resource (Name)
Business Analyst	**3**	**Bilingual**	**Secret**	
Business Analyst	**3**	**Bilingual**	**Secret**	
Business Analyst	**3**	**Bilingual**	**Secret**	
Business Analyst	**3**	**Bilingual**	**Secret**	
Business Analyst	**3**	**Bilingual**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
Project Coordinator	**2**	**English/French**	**Secret**	
Project Coordinator	**2**	**English/French**	**Secret**	

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INSERT:

Resource Category	Level of Expertise	Language Requirement	Security Level Required	Bidder's Proposed Resource (Name)
Business Analyst	**3**	**Bilingual**	**Secret**	
Business Analyst	**3**	**Bilingual**	**Secret**	
Business Analyst	**3**	**Bilingual**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
Project Coordinator	**2**	**English/French**	**Secret**	
Project Coordinator	**2**	**English/French**	**Secret**	

b) ATTACHMENT 4.1 - MANDATORY TECHNICAL CRITERIA

Table 2: Level 3 Business Analyst

DELETE:

For evaluation purposes, the Bidder must propose 5 resources in total for **Level 3 Business Analyst** with the following security clearances specified:
   a. Secret

INSERT:

For evaluation purposes, the Bidder must propose 3 resources in total for **Level 3 Business Analyst** with the following security clearances specified:
   a. Secret

Table 3: Level 3 IT Project Manager

DELETE:

For evaluation purposes, the Bidder must propose 5 resources in total for **Level 3 IT**

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	Project Manager with the following security clearances specified:
	
	    a. Secret
	
	INSERT:
	
	For evaluation purposes, the Bidder must propose 3 resources in total for **Level 3 IT Project Manager** with the following security clearances specified:
	
	    a. Secret
	
	    c) ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA
	
	Table 2: Level 3 Business Analyst
	
	DELETE:
	
	For evaluation purposes, the Bidder must propose 5 resources in total for **Level 3 Business Analyst** with the following security clearances specified:
	
	    a. Secret
	
	INSERT:
	
	For evaluation purposes, the Bidder must propose 3 resources in total for **Level 3 Business Analyst** with the following security clearances specified:
	
	    a. Secret
	
	Table 3: Level 3 IT Project Manager
	
	DELETE:
	
	For evaluation purposes, the Bidder must propose 5 resources in total for **Level 3 IT Project Manager** with the following security clearances specified:
	
	    a. Secret
	
	INSERT:
	
	For evaluation purposes, the Bidder must propose 3 resources in total for **Level 3 IT Project Manager** with the following security clearances specified:
	
	    a. Secret

005	**ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA** **Table 2: Level 3 Business Analyst** **R9** **DELETE:**

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R9	The Bidder should demonstrate that the proposed resource holds a valid professional certification / designation in business analysis: Internal Institute of Business Analysis (IIBA), and/or Certified Business Analyst Professional (CBAP), and/or Project Management Institute – Project Business Analyst (PMI-PBA), and/or Certification in Competency in Business Analysis (CCBA).	With certification – 5 points No certification – 0 points	

INSERT:

R9	The Bidder should demonstrate that the proposed resource holds a valid professional certification / designation in business analysis: International Institute of Business Analysis (IIBA), and/or Certified Business Analyst Professional(CBAP), and/or Project Management Institute – Project Business Analyst (PMI-PBA), and/or Certification in Competency in Business Analysis (CCBA), and/or Business Analyst Master Certificate from a recognized University degree, and/or Advanced Certificate of Completion in Business Analysis from a recognized University degree, and/or Business Process Management Professional Certificate from a recognized University degree.	With certification – 5 points No certification – 0 points	

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006	**ATTACHMENT 4.1 - MANDATORY TECHNICAL CRITERIA**
	Table 3: Level 3 IT Project Manager
	DELETE:

M7	The Bidder must demonstrate that the proposed resource has ten (10) years of experience as the Senior IT Project Manager (Level 3) managing two (2) IM/IT projects leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users.		
	Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		

INSERT:

M7	The Bidder must demonstrate that the proposed resource has at least ten (10) years of experience as the Senior IT Project Manager (Level 3) managing a minimum of two (2) IM/IT projects in those ten years which included leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users.		
	Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		

007	**ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA**
	Table 3: Level 3 IT Project Manager
	DELETE:

R13	The Bidder should demonstrate that the proposed resource has recent experience as a Senior IT Project Manager (Level 3) for IM/IT projects valued at over $1,000,000 ($1M) where they were required to conduct all of the following project management activities: (i.) Initiate (ii.) Plan (iii.)Execution/Control	Points will be awarded for experience demonstrated in the following manner: 2 Projects = 5 points

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	(iv.) Close The Bidder must provide the name, e-mail address, title, and organization for a customer reference for each project. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail. Only experience claimed since January 1, 2012 will be will be considered for evaluation purposes.	3 Projects = 7 points 4+ Projects = 10 points	

INSERT:

R13	The Bidder should demonstrate that the proposed resource has recent experience as a Senior IT Project Manager (Level 3) for IM/IT projects valued at over $1,000,000 ($1M) where they were required to conduct all of the following project management activities:
	  (i.) Initiate
	  (ii.) Plan
	  (iii.)Execution/Control
	  (iv.) Close
	
	The Bidder must provide the name, e-mail address, title, and organization for a customer reference for each project. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.
	
	Only experience claimed since January 1, 2007 will be will be considered for evaluation purposes.
		Points will be awarded for experience demonstrated in the following manner:
		
		2 Projects = 5 points
		3 Projects = 7 points
		4+ Projects = 10 points	

008	**ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA** **Table 2: Level 3 Business Analyst:** **DELETE:**		
R5	The Bidder should demonstrate that the proposed resource has a minimum of ten years (10) experience defining requirements and fit gap analysis for IM/IT projects.	Points will be awarded for experience demonstrated in the following	

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		The Bidder must provide the name, e-mail address, title, and organization for each customer reference. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.	manner: 10 years = 5 points 12 years = 7 points 12+ years = 10 points	

INSERT:

	R5	The Bidder should demonstrate that the proposed resource has a minimum of ten years (10) experience defining requirements and fit gap analysis for IM/IT projects. The Bidder must provide the name, e-mail address, title, and organization for each customer reference for projects completed in the last five years. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.	Points will be awarded for experience demonstrated in the following manner: 10 years = 5 points 12 years = 7 points 12+ years = 10 points	

DELETE:

	R8	The Bidder must demonstrate that the proposed resource has ten (10) years of experience developing change management plans or transition plans to move from the current to future state in an IT project environment. The Bidder must provide the name, e-mail address, title, and organization for each customer reference. If only the telephone	Points will be awarded for experience demonstrated in the following manner: 10 years = 5 points 12 years = 7 points 12+ years = 10 points	

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		number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.		
INSERT:				
	R8	The Bidder must demonstrate that the proposed resource has ten (10) years of experience developing change management plans or transition plans to move from the current to future state in an IT project environment. The Bidder must provide the name, e-mail address, title, and organization for each customer reference for experience gained in the last five years. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.	Points will be awarded for experience demonstrated in the following manner: 10 years = 5 points 12 years = 7 points 12+ years = 10 points	
009	**ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA** **Table 2: Level 3 Business Analyst** **R9** **DELETE:**			
	R9	The Bidder should demonstrate that the proposed resource holds a valid professional certification / designation in business analysis: International Institute of Business Analysis (IIBA), and/or Certified Business Analyst Professional(CBAP), and/or Project Management Institute – Project Business Analyst (PMI-PBA), and/or Certification in Competency in Business Analysis (CCBA), and/or	With certification – 5 points No certification – 0 points	

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		Business Analyst Master Certificate from a recognized University degree, and/or		
		Advanced Certificate of Completion in Business Analysis from a recognized University degree, and/or		
		Business Process Management Professional Certificate from a recognized University degree.		

INSERT:

R9	The Bidder should demonstrate that the proposed resource holds a valid professional certification / designation in business analysis: International Institute of Business Analysis (IIBA), and/or Certified Business Analyst Professional(CBAP), and/or Project Management Institute – Project Business Analyst (PMI-PBA), and/or Certification in Competency in Business Analysis (CCBA), and/or Business Analyst Master Certificate from a recognized University degree, and/or Advanced Certificate of Completion in Business Analysis from a recognized University degree, and/or Business Process Management Professional Certificate from a recognized University degree, and/or Associate Business Analysis Certification from a recognized university.	With certification – 5 points No certification – 0 points	

010	**ATTACHMENT 4.1: MANDATORY TECHNICAL CRITERIA** **Table 1: Corporate Criteria**

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DELETE:

M1	The Bidder must demonstrate that it generated a business volume of at least $15,000,000 ($15 M) in the last five (5) years providing IT Professional Business Transformative Services* to outside clients**.		
	The Bidder must demonstrate this experience by providing a maximum of three (3) contracts for IT Professional Business Transformative Services including the following information:		
	(i.) The Contract number;		
	(ii.) The start date of the Contract;		
	(iii.) The Contract value (applicable tax included);		
	(iv.) The name of the client organization (e.g. PCO); and		
	(v.) The resource category		
	(vi.) The name, e-mail address, and title for a customer reference. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.		
	*Business Transformative Services are services that enable an organization to implement fundamental changes in how business is conducted including strategy, people, technology, change management as well as organizational implications and to operate the business by transforming strategic plans into tangible benefits built on interoperability and integration activities, strategic designs and vision.		
	**"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid.		
	For the purposes of evaluating this criterion, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered.		

INSERT:

M1	The Bidder must demonstrate that it generated a business volume of at least $15,000,000 ($15 M) in the last five (5) years providing IT Professional		

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Business Transformative Services* to outside clients**.

The Bidder must demonstrate this experience by providing a maximum of four (4) contracts for IT Professional Business Transformative Services including the following information:

(i.) The Contract number;
(ii.) The start date of the Contract;
(iii.) The Contract value (applicable tax included);
(iv.) The name of the client organization (e.g. PCO); and
(v.) The resource category
(vi.) The name, e-mail address, and title for a customer reference. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.

*Business Transformative Services are services that enable an organization to implement fundamental changes in how business is conducted including strategy, people, technology, change management as well as organizational implications and to operate the business by transforming strategic plans into tangible benefits built on interoperability and integration activities, strategic designs and vision.

**"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid.

For the purposes of evaluating this criterion, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered.

011	**ATTACHMENT 4.2: POINT-RATED TECHNICAL CRITERIA**
	Table 1: Corporate Criteria
	DELETE:

	R1	The Bidder should demonstrate that they have recent experience providing the services of Business Analysts (Level 3), IT Project	Points will be awarded based on the	

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		Managers (Level 3), and Project Coordinators (Level 2) to outside clients*. *"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. **Level 3 Business Analysts** are defined as resources with 10+ years of experience that perform the following tasks: (i.) Develop and document statements of requirements for considered alternatives. (ii.) Develop high level functional and technical requirements and specifications through the use of business process maps, Use Cases, JAD sessions and documented outcome, business workflow and organizational models, data definitions and logical data models and/or solution prototypes. (iii.) Perform business analyses of functional requirements to identify information, procedures, and decision flows. (iv.) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems. (v.) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems. (vi.) Establish acceptance test criteria with client. (vii.) Support and use the selected departmental methodologies. **Level 3 IT Project Managers** are defined as resources with 10+ years of experience, or 5+ years of experience with a recognized professional certification that perform the following tasks: (i.) Develop Project Management Plan which covers scope, time, cost, quality,	number of different people the Bidder has provided under Contract for each of the following categories. **Business Analysts** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14 people = 15 points >14 people = 20 points (A) **IT Project Managers** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14 people = 15 points >14 people = 20 points (B) **Project**	

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| | | HR, risk, communications and procurement management;
(ii.) Develop Project WBS and Project Schedule
(iii.) Manage several Project Leaders, each responsible for an element of the project and its associated project team.
(iv.) 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.
(v.) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof.
(vi.) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team.
(vii.) Ensure compliance to IM/IT processes that are applicable to projects, including but not limited to Business Planning, Change Management, Configuration Management, Release Management, and Organizational Change Management.
(viii.) Report progress of the project on an ongoing basis and at scheduled points in the life cycle (dashboard, change requests, status).
(ix.) Meet in conference with stakeholders and other IT Project Managers and states problems in a form capable of being solved.
(x.) Maintain and update project documents throughout the project lifecycle (e.g. Project Schedule; Project Interdependency Map; Project Status Reports; Issues and Decisions Log; Risk Log; Project Deliverables Dashboard).
(xi.) Prepare plans, charts, tables and | **Coordinators**

2 to 4 people = 2 points

5 to 8 people = 5 points

8 to 10 people = 10 points

>10 people = 15 points (C)

The maximum number of points available for R1 is 55 points (A + B + C) | |

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diagrams to assist in analyzing or displaying problems; work with a variety of project management tools.
(xii.) Project close-out and sign-off.

Level 2 Project Coordinators are defined as resources having between 5 and 10 years of experience that perform the following tasks:

(i.) Assist project management professionals, technical users and end users in project coordination, schedules, and synchronization tasks.
(ii.) Facilitate project meetings (bookings, invitations, minutes, etc.).
(iii.) Provide administrative and technical support of a clerical nature as required to a project team.
(iv.) Assist in performing such tasks as maintaining project documentation and libraries.
(v.) Track project changes (logs, deliverables and change requests).
(vi.) Track financials for all projects.
(vii.) Track resources.
(viii.) Track project artefacts.
(ix.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project.
(x.) Manage terms of reference for governance bodies.
(xi.) Manage distribution lists and internal project communications.

To demonstrate experience, the Bidder is required to submit as part of their bid:

i. The number of resources by category;
ii. The name of the project and the organisation; and
iii. Copies of an invoice issued by the Bidder for work performed by these resources.

For the purposes of evaluating this rated requirement, where the Bidder is a Joint

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		Venture, services billed by any Joint Venture member will be considered. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.	

INSERT:

| R1 | The Bidder should demonstrate that they have recent experience providing the services of Business Analysts (Level 3), IT Project Managers (Level 3), and Project Coordinators (Level 2) to outside clients*.

*"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid.

Level 3 Business Analysts are defined as resources with 10+ years of experience that perform the following tasks:
(i.) Develop and document statements of requirements for considered alternatives.
(ii.) Develop high level functional and technical requirements and specifications through the use of business process maps, Use Cases, JAD sessions and documented outcome, business workflow and organizational models, data definitions and logical data models and/or solution prototypes.
(iii.) Perform business analyses of functional requirements to identify information, procedures, and decision flows.
(iv.) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems.
(v.) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems.
(vi.) Establish acceptance test criteria with client. | Points will be awarded based on the number of different people the Bidder has provided under Contract for each of the following categories.

Business Analysts

5 to 7 people = 5 points

8 to 10 people = 10 points

11 to 14 people = 15 points

>14 people = 20 points (A)

IT Project Managers

5 to 7 people = 5 points

8 to 10 people = 10 points | |

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		(vii.) Support and use the selected departmental methodologies. **Level 3 IT Project Managers** are defined as resources with 10+ years of experience, or 5+ years of experience with a recognized professional certification that perform the following tasks: (i.) Develop Project Management Plan which covers scope, time, cost, quality, HR, risk, communications and procurement management; (ii.) Develop Project WBS and Project Schedule (iii.) Manage several Project Leaders, each responsible for an element of the project and its associated project team. (iv.) 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. (v.) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof. (vi.) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team. (vii.) Ensure compliance to IM/IT processes that are applicable to projects, including but not limited to Business Planning, Change Management, Configuration Management, Release Management, and Organizational Change Management. (viii.) Report progress of the project on an ongoing basis and at scheduled points in the life cycle (dashboard, change requests, status).	11 to 14 people = 15 points >14 people = 20 points (B) **Project Coordinators** 2 to 4 people = 2 points 5 to 7 people = 5 points 8 to 10 people = 10 points >10 people = 15 points (C) The maximum number of points available for R1 is 55 points (A + B + C)	

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(ix.) Meet in conference with stakeholders and other IT Project Managers and states problems in a form capable of being solved.

(x.) Maintain and update project documents throughout the project lifecycle (e.g. Project Schedule; Project Interdependency Map; Project Status Reports; Issues and Decisions Log; Risk Log; Project Deliverables Dashboard).

(xi.) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools.

(xii.) Project close-out and sign-off.

Level 2 Project Coordinators are defined as resources having between 5 and 10 years of experience that perform the following tasks:

(i.) Assist project management professionals, technical users and end users in project coordination, schedules, and synchronization tasks.

(ii.) Facilitate project meetings (bookings, invitations, minutes, etc.).

(iii.) Provide administrative and technical support of a clerical nature as required to a project team.

(iv.) Assist in performing such tasks as maintaining project documentation and libraries.

(v.) Track project changes (logs, deliverables and change requests).

(vi.) Track financials for all projects.

(vii.) Track resources.

(viii.) Track project artefacts.

(ix.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project.

(x.) Manage terms of reference for governance bodies.

(xi.) Manage distribution lists and internal project communications.

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		To demonstrate experience, the Bidder is required to submit as part of their bid: i. The number of resources by category; ii. The name of the project and the organisation; and iii. Copies of an invoice issued by the Bidder for work performed by these resources. For the purposes of evaluating this rated requirement, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		
012	**ATTACHMENT 4.2: POINT-RATED TECHNICAL CRITERIA** **Table 1: Corporate Criteria** **DELETE:**			
	R1	The Bidder should demonstrate that they have recent experience providing the services of Business Analysts (Level 3), IT Project Managers (Level 3), and Project Coordinators (Level 2) to outside clients*. *"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. **Level 3 Business Analysts** are defined as resources with 10+ years of experience that perform the following tasks: (i.) Develop and document statements of requirements for considered alternatives. (ii.) Develop high level functional and technical requirements and specifications through the use of business process maps, Use Cases, JAD sessions and documented outcome, business workflow and organizational models, data definitions and logical data models and/or solution prototypes.	Points will be awarded based on the number of different people the Bidder has provided under Contract for each of the following categories. **Business Analysts** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14 people = 15	

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		(iii.) Perform business analyses of functional requirements to identify information, procedures, and decision flows. (iv.) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems. (v.) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems. (vi.) Establish acceptance test criteria with client. (vii.) Support and use the selected departmental methodologies. **Level 3 IT Project Managers** are defined as resources with 10+ years of experience, or 5+ years of experience with a recognized professional certification that perform the following tasks: (i.) Develop Project Management Plan which covers scope, time, cost, quality, HR, risk, communications and procurement management; (ii.) Develop Project WBS and Project Schedule (iii.) Manage several Project Leaders, each responsible for an element of the project and its associated project team. (iv.) 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. (v.) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof. (vi.) Define and document the objectives for the project; determine budgetary requirements, the composition, roles	points >14 people = 20 points (A) **IT Project Managers** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14 people = 15 points >14 people = 20 points (B) **Project Coordinators** 2 to 4 people = 2 points 5 to 7 people = 5 points 8 to 10 people = 10 points >10 people = 15 points (C) The maximum number of points available for R1 is 55 points (A + B + C)	

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and responsibilities and terms of reference for the project team.

(vii.)   Ensure compliance to IM/IT processes that are applicable to projects, including but not limited to Business Planning, Change Management, Configuration Management, Release Management, and Organizational Change Management.

(viii.)   Report progress of the project on an ongoing basis and at scheduled points in the life cycle (dashboard, change requests, status).

(ix.) Meet in conference with stakeholders and other IT Project Managers and states problems in a form capable of being solved.

(x.) Maintain and update project documents throughout the project lifecycle (e.g. Project Schedule; Project Interdependency Map; Project Status Reports; Issues and Decisions Log; Risk Log; Project Deliverables Dashboard).

(xi.) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools.

(xii.)   Project close-out and sign-off.

Level 2 Project Coordinators are defined as resources having between 5 and 10 years of experience that perform the following tasks:

(i.) Assist project management professionals, technical users and end users in project coordination, schedules, and synchronization tasks.

(ii.) Facilitate project meetings (bookings, invitations, minutes, etc.).

(iii.) Provide administrative and technical support of a clerical nature as required to a project team.

(iv.) Assist in performing such tasks as maintaining project documentation and libraries.

(v.) Track project changes (logs,

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		deliverables and change requests). (vi.) Track financials for all projects. (vii.) Track resources. (viii.) Track project artefacts. (ix.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project. (x.) Manage terms of reference for governance bodies. (xi.) Manage distribution lists and internal project communications. To demonstrate experience, the Bidder is required to submit as part of their bid: i. The number of resources by category; ii. The name of the project and the organisation; and iii. Copies of an invoice issued by the Bidder for work performed by these resources. For the purposes of evaluating this rated requirement, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		

INSERT:

	R1	The Bidder should demonstrate that they have recent experience providing the services of Business Analysts (Level 3), IT Project Managers (Level 3), and Project Coordinators (Level 2 or Level 3) to outside clients*. *"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. **Level 3 Business Analysts** are defined as resources with 10+ years of experience that perform the following tasks:	Points will be awarded based on the number of different people the Bidder has provided under Contract for each of the following categories.	

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		(i.) Develop and document statements of requirements for considered alternatives. (ii.) Develop high level functional and technical requirements and specifications through the use of business process maps, Use Cases, JAD sessions and documented outcome, business workflow and organizational models, data definitions and logical data models and/or solution prototypes. (iii.) Perform business analyses of functional requirements to identify information, procedures, and decision flows. (iv.) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems. (v.) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems. (vi.) Establish acceptance test criteria with client. (vii.) Support and use the selected departmental methodologies. **Level 3 IT Project Managers** are defined as resources with 10+ years of experience, or 5+ years of experience with a recognized professional certification that perform the following tasks: (i.) Develop Project Management Plan which covers scope, time, cost, quality, HR, risk, communications and procurement management; (ii.) Develop Project WBS and Project Schedule (iii.) Manage several Project Leaders, each responsible for an element of the project and its associated project team. (iv.) Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that	**Business Analysts** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14 people = 15 points >14 people = 20 points (A) **IT Project Managers** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14 people = 15 points >14 people = 20 points (B) **Project Coordinators** 2 to 4 people = 2 points 5 to 7 people = 5 points 8 to 10 people = 10 points	

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	the project is developed and is fully operational within previously agreed time, cost and performance parameters. (v.) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof. (vi.) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team. (vii.) Ensure compliance to IM/IT processes that are applicable to projects, including but not limited to Business Planning, Change Management, Configuration Management, Release Management, and Organizational Change Management. (viii.) Report progress of the project on an ongoing basis and at scheduled points in the life cycle (dashboard, change requests, status). (ix.) Meet in conference with stakeholders and other IT Project Managers and states problems in a form capable of being solved. (x.) Maintain and update project documents throughout the project lifecycle (e.g. Project Schedule; Project Interdependency Map; Project Status Reports; Issues and Decisions Log; Risk Log; Project Deliverables Dashboard). (xi.) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools. (xii.) Project close-out and sign-off. **Level 2 Project Coordinators** are defined as resources having between 5 and 10 years of experience that perform the following tasks: (i.) Assist project management	>10 people = 15 points (C) The maximum number of points available for R1 is 55 points (A + B + C)	

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professionals, technical users and end users in project coordination, schedules, and synchronization tasks.
(ii.) Facilitate project meetings (bookings, invitations, minutes, etc.).
(iii.) Provide administrative and technical support of a clerical nature as required to a project team.
(iv.) Assist in performing such tasks as maintaining project documentation and libraries.
(v.) Track project changes (logs, deliverables and change requests).
(vi.) Track financials for all projects.
(vii.) Track resources.
(viii.) Track project artefacts.
(ix.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project.
(x.) Manage terms of reference for governance bodies.
(xi.) Manage distribution lists and internal project communications.

To demonstrate experience, the Bidder is required to submit as part of their bid:

i. The number of resources by category;
ii. The name of the project and the organisation; and
iii. Copies of an invoice issued by the Bidder for work performed by these resources.

For the purposes of evaluating this rated requirement, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered.

Only experience claimed since January 1, 2002 will be considered for evaluation purposes.

013	ATTACHMENT 4.2: POINT-RATED TECHNICAL CRITERIA
	Table 2: Level 3 Business Analyst
	DELETE:

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| R3 | The Bidder should demonstrate that the proposed resource has experience as a Business Analyst developing business cases, in accordance with TBS' Business Case Guide, for the following types of projects/ initiatives:

(i.) Information Management and Digitalization (conversion from paper-based to electronic);

(ii.) Workplace Technology Devices (WTD) and Mobility;

(iii.)Collaborative technology;

(iv.)   Web Design; and

(v.) Data warehousing, Reporting, Analytics, and/or Business Intelligence. | Points will be awarded for experience demonstrated in the following manner:

2 Projects = 5 points

3 Projects = 7 points

4+ Projects = 10 points | |

INSERT:

| R3 | The Bidder should demonstrate that the proposed resource has experience as a Business Analyst developing business cases, in accordance with TBS' Business Case Guide, for the following types of projects/ initiatives:

(i.) Information Management and Digitalization (conversion from paper-based to electronic);

(ii.) Workplace Technology Devices (WTD) and Mobility;

(iii.)Collaborative technology;

(iv.)   Web Design;

(v.) Data warehousing, Reporting, Analytics, and/or Business Intelligence; and

(vi.)   COTS Implementation. | Points will be awarded for experience demonstrated in the following manner:

2 Projects = 5 points

3 Projects = 7 points

4+ Projects = 10 points | |

| 014 | **ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA**

Table 3: Level 3 IT Project Manager |

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DELETE:

R10	The Bidder should demonstrate a minimum of two (2) projects that the proposed resource has experience as the Senior Project Manager (Level 3) responsible for developing key project artefacts such as: (i.) Developing Project Charters; (ii.) Developing Project Management Plans; (iii.) Developing Project Dashboards and Logs; (iv.) Developing Concept of Operations Document; and (v.) Developing Change Management Strategy. Only experience claimed since January 1, 2012 will be considered for evaluation purposes.	Points will be awarded for experience demonstrated in the following manner: 5 artefacts = 5 points 6 to 10 artefacts = 10 points	

INSERT:

R10	The Bidder should demonstrate a minimum of two (2) projects that the proposed resource has experience as the Senior Project Manager (Level 3) responsible for developing the following key project artefacts: (i.) Developing Project Charters; (ii.) Developing Project Management Plans; (iii.) Developing Project Dashboards and Logs; (iv.) Developing Concept of Operations Document; and (v.) Developing Change Management Strategy. Only experience claimed since January 1, 2012 will be considered for evaluation purposes.	Points will be awarded for experience demonstrated in the following manner: 5 artefacts = 5 points 6 to 10 artefacts = 10 points	

015	**ATTACHMENT 4.1 - MANDATORY TECHNICAL CRITERIA** **Table 3: Level 3 IT Project Manager**

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DELETE:

M6	The Bidder must demonstrate that the proposed resource has recent, relevant experience managing two (2) projects as the Senior IT Project Manager (Level 3) responsible for leading a team of at least 5 resources.		
	The projects managed must have been for either new business solution or Web solution or custom application development solution in a Microsoft-based Windows environment.		
	One of the two projects claimed must have been valued at over $1,000,000 ($1M) for the experience claimed to be considered for evaluation purposes.		
	The Bidder must provide the name, e-mail address, title, and organization for a customer reference for each project. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.		
	Only experience claimed since January 1, 2012 will be considered for evaluation purposes.		

INSERT:

M6	The Bidder must demonstrate that the proposed resource has recent, relevant experience managing two (2) projects as the Senior IT Project Manager (Level 3) responsible for leading a team of at least 5 resources.		
	The projects managed must have been for either new business solution or Web solution or custom application development solution in a Microsoft-based Windows environment within a Windows Desktop environment or Windows Server environment.		
	One of the two projects claimed must have		

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		been valued at over $1,000,000 ($1M) for the experience claimed to be considered for evaluation purposes. The Bidder must provide the name, e-mail address, title, and organization for each customer reference for projects completed in the last five years. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail. Only experience claimed since January 1, 2012 will be considered for evaluation purposes.		
016		**ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA** **Table 1: Corporate Criteria** **DELETE:**		
	R1	The Bidder should demonstrate that they have recent experience providing the services of Business Analysts (Level 3), IT Project Managers (Level 3), and Project Coordinators (Level 2 or Level 3) to outside clients*. *"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. **Level 3 Business Analysts** are defined as resources with 10+ years of experience that perform the following tasks: (i.) Develop and document statements of requirements for considered alternatives. (ii.) Develop high level functional and technical requirements and specifications through the use of business process maps, Use Cases, JAD sessions and documented outcome, business workflow and organizational models, data definitions and logical data models and/or solution prototypes. (iii.) Perform business analyses of functional	Points will be awarded based on the number of different people the Bidder has provided under Contract for each of the following categories. **Business Analysts** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14	

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	requirements to identify information, procedures, and decision flows. (iv.) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems. (v.) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems. (vi.) Establish acceptance test criteria with client. (vii.) Support and use the selected departmental methodologies. **Level 3 IT Project Managers** are defined as resources with 10+ years of experience, or 5+ years of experience with a recognized professional certification that perform the following tasks: (i.) Develop Project Management Plan which covers scope, time, cost, quality, HR, risk, communications and procurement management; (ii.) Develop Project WBS and Project Schedule (iii.) Manage several Project Leaders, each responsible for an element of the project and its associated project team. (iv.) 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. (v.) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof. (vi.) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of	people = 15 points >14 people = 20 points (A) **IT Project Managers** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14 people = 15 points >14 people = 20 points (B) **Project Coordinators** 2 to 4 people = 2 points 5 to 7 people = 5 points 8 to 10 people = 10 points >10 people = 15 points (C) The maximum number of points	

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| | | reference for the project team. (vii.) Ensure compliance to IM/IT processes that are applicable to projects, including but not limited to Business Planning, Change Management, Configuration Management, Release Management, and Organizational Change Management. (viii.) Report progress of the project on an ongoing basis and at scheduled points in the life cycle (dashboard, change requests, status). (ix.) Meet in conference with stakeholders and other IT Project Managers and states problems in a form capable of being solved. (x.) Maintain and update project documents throughout the project lifecycle (e.g. Project Schedule; Project Interdependency Map; Project Status Reports; Issues and Decisions Log; Risk Log; Project Deliverables Dashboard). (xi.) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools. (xii.) Project close-out and sign-off.

Level 2 Project Coordinators are defined as resources having between 5 and 10 years of experience that perform the following tasks:

(i.) Assist project management professionals, technical users and end users in project coordination, schedules, and synchronization tasks. (ii.) Facilitate project meetings (bookings, invitations, minutes, etc.). (iii.) Provide administrative and technical support of a clerical nature as required to a project team. (iv.) Assist in performing such tasks as maintaining project documentation and libraries. (v.) Track project changes (logs, deliverables and change requests). | available for R1 is 55 points (A + B + C) | |

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		(vi.) Track financials for all projects. (vii.) Track resources. (viii.) Track project artefacts. (ix.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project. (x.) Manage terms of reference for governance bodies. (xi.) Manage distribution lists and internal project communications. To demonstrate experience, the Bidder is required to submit as part of their bid: i. The number of resources by category; ii. The name of the project and the organisation; and iii. Copies of an invoice issued by the Bidder for work performed by these resources. For the purposes of evaluating this rated requirement, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		

INSERT:

R1	The Bidder should demonstrate that they have recent experience providing the services of Business Analysts (Level 3), IT Project Managers (Level 3), and Project Coordinators (Level 2 or Level 3) to outside clients*. *"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. **Level 3 Business Analysts** are defined as resources with 10+ years of experience that perform the following tasks: (i.) Develop and document statements of	Points will be awarded based on the number of different people the Bidder has provided under Contract for each of the following categories.	

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requirements for considered alternatives.

(ii.) Develop high level functional and technical requirements and specifications through the use of business process maps, Use Cases, JAD sessions and documented outcome, business workflow and organizational models, data definitions and logical data models and/or solution prototypes.

(iii.) Perform business analyses of functional requirements to identify information, procedures, and decision flows.

(iv.) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems.

(v.) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems.

(vi.) Establish acceptance test criteria with client.

(vii.)   Support and use the selected departmental methodologies.

Level 3 IT Project Managers are defined as resources with 10+ years of experience, or 5+ years of experience with a recognized professional certification that perform the following tasks:

   (i.) Develop Project Management Plan which covers scope, time, cost, quality, HR, risk, communications and procurement management;

   (ii.) Develop Project WBS and Project Schedule

   (iii.) Manage several Project Leaders, each responsible for an element of the project and its associated project team.

   (iv.) 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

</td><td>

Business Analysts

5 to 7 people = 5 points

8 to 10 people = 10 points

11 to 14 people = 15 points

>14 people = 20 points (A)

IT Project Managers

5 to 7 people = 5 points

8 to 10 people = 10 points

11 to 14 people = 15 points

>14 people = 20 points (B)

Project Coordinators

2 to 4 people = 2 points

5 to 7 people = 5 points

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		operational within previously agreed time, cost and performance parameters. (v.) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof. (vi.) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team. (vii.) Ensure compliance to IM/IT processes that are applicable to projects, including but not limited to Business Planning, Change Management, Configuration Management, Release Management, and Organizational Change Management. (viii.) Report progress of the project on an ongoing basis and at scheduled points in the life cycle (dashboard, change requests, status). (ix.) Meet in conference with stakeholders and other IT Project Managers and states problems in a form capable of being solved. (x.) Maintain and update project documents throughout the project lifecycle (e.g. Project Schedule; Project Interdependency Map; Project Status Reports; Issues and Decisions Log; Risk Log; Project Deliverables Dashboard). (xi.) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools. (xii.) Project close-out and sign-off. **Level 2 Project Coordinators** are defined as resources having between 5 and 10 years of experience that perform a minimum of 7 tasks out of the following 11 tasks: (i.) Assist project management	8 to 10 people = 10 points >10 people = 15 points (C) The maximum number of points available for R1 is 55 points (A + B + C)	

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professionals, technical users and end users in project coordination, schedules, and synchronization tasks.

(ii.) Facilitate project meetings (bookings, invitations, minutes, etc.).

(iii.) Provide administrative and technical support of a clerical nature as required to a project team.

(iv.) Assist in performing such tasks as maintaining project documentation and libraries.

(v.) Track project changes (logs, deliverables and change requests).

(vi.) Track financials for all projects.

(vii.)   Track resources.

(viii.)   Track project artefacts.

(ix.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project.

(x.) Manage terms of reference for governance bodies.

(xi.) Manage distribution lists and internal project communications.

To demonstrate experience, the Bidder is required to submit as part of their bid:

i.   The number of resources by category;
ii.   The name of the project and the organisation;
iii. Copies of an invoice issued by the Bidder for work performed by these resources; and
iv.   A list of tasks completed with each invoice or a Statement of Work.

For the purposes of evaluating this rated requirement, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered.

Only experience claimed since January 1, 2002 will be considered for evaluation purposes.

017	**ATTACHMENT 4.1 - MANDATORY TECHNICAL CRITERIA** **Table 2: Level 3 Business Analyst**	

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DELETE:

M4	The Bidder must demonstrate that the proposed resource has recent experience developing and evaluating business cases for IM/IT projects using TBS' Business Case Guide (http://www.tbs-sct.gc.ca/hgw-cgf/oversight-surveillance/itpm-itgp/pm-gp/emf-cag/bcg-gar/bcg-gartb-eng.asp). The Bidder must provide the name, e-mail address, title, and organization for each customer reference. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail. Only experience claimed since January 1, 2012 will be will considered for evaluation purposes.		

INSERT:

M4	The Bidder must demonstrate that the proposed resource has recent experience developing and evaluating business cases for IM/IT projects which include the following phases or steps: (i) Business Needs and Desired Outcomes; (ii) Elicitation and Requirements Management; (iii) Requirements Analysis, Options/Solutions Analysis and Viable Options/Solutions; and (iv) Justification and Recommendation. The Bidder must provide the name, e-mail address, title, and organization for each customer reference for experience gained in the last five years. If only the telephone number is provided, it will be used to call to		

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	request the e-mail address and the reference check will be done by e-mail. Only experience claimed since January 1, 2012 will be will considered for evaluation purposes.		

Table 4: Level 2 Project Coordinator

DELETE:

| M9 | The Bidder must demonstrate that the proposed resource has at least five (5) years of recent experience as a Project Coordinator performing any three of the following types of tasks:

(i.) Assist project management and data processing professionals, technical users and end users in project coordination and synchronization tasks.
(ii.) Provide administrative and technical support of a clerical nature as required to a project team.
(iii.) Assist in performing such tasks as maintaining project documentation and application/system libraries.
(iv.) Track project change requests.
(v.) Maintain and updates relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence.
(vi.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project.

The Bidder must provide the name, e-mail address, title, and organization for each customer reference. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail. | | |

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	Only experience claimed since January 1, 2007 will be accepted.		

INSERT:

M9	The Bidder must demonstrate that the proposed resource has at least five (5) years of recent experience as a Project Coordinator performing any three of the following types of tasks:		
	(i.) Assist project management and data processing professionals, technical users and end users in project coordination and synchronization tasks. (ii.) Provide administrative and technical support of a clerical nature as required to a project team. (iii.) Assist in performing such tasks as maintaining project documentation and application/system libraries. (iv.) Track project change requests. (v.) Maintain and updates relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence. (vi.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project.		
	The Bidder must provide the name, e-mail address, title, and organization for each customer reference for experience gained in the last five years. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.		
	Only experience claimed since January 1, 2007 will be accepted.		

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ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA

Table 3: Level 3 IT Project Manager

DELETE:

R11	The Bidder should demonstrate that the proposed resource has experience conducting cost management functions for IM/IT projects where they: (i.) Defined project forecast; (ii.) Tracked project cost; and (iii.)Developed project schedules, work break-down structure and resource plans within budget. The Bidder must provide the name, e-mail address, title, and organization for each customer reference for each project. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail. Only experience claimed since January 1, 2012 will be considered for evaluation purposes.	Points will be awarded for experience demonstrated in the following manner: 2 Projects = 5 points 3 Projects = 7 points 4+ Projects = 10 points	

INSERT:

R11	The Bidder should demonstrate that the proposed resource has experience conducting cost management functions for IM/IT projects where they: (i.) Defined project forecast; (ii.) Tracked project cost; and (iii.)Developed project schedules, work break-down structure and resource plans within budget. The Bidder must provide the name, e-mail address, title, and organization for each customer reference for projects completed in the last five years. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail. Only experience claimed since January 1, 2012	Points will be awarded for experience demonstrated in the following manner: 2 Projects = 5 points 3 Projects = 7 points 4+ Projects = 10 points	

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		will be considered for evaluation purposes.		

DELETE:

	R13	The Bidder should demonstrate that the proposed resource has recent experience as a Senior IT Project Manager (Level 3) for IM/IT projects valued at over $1,000,000 ($1M) where they were required to conduct all of the following project management activities: (i.) Initiate (ii.) Plan (iii.)Execution/Control (iv.) Close The Bidder must provide the name, e-mail address, title, and organization for a customer reference for each project. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail. Only experience claimed since January 1, 2007 will be will be considered for evaluation purposes.	Points will be awarded for experience demonstrated in the following manner: 2 Projects = 5 points 3 Projects = 7 points 4+ Projects = 10 points	

INSERT:

	R13	The Bidder should demonstrate that the proposed resource has recent experience as a Senior IT Project Manager (Level 3) for IM/IT projects valued at over $1,000,000 ($1M) where they were required to conduct all of the following project management activities: (v.) Initiate (vi.) Plan (vii.) Execution/Control (viii.) Close The Bidder must provide the name, e-mail address, title, and organization for each customer reference for projects completed in the last five years. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.	Points will be awarded for experience demonstrated in the following manner: 2 Projects = 5 points 3 Projects = 7 points 4+ Projects = 10 points	

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	Only experience claimed since January 1, 2007 will be will be considered for evaluation purposes.		

Table 4: Level 2 Project Coordinator

DELETE:

R15	The Bidder should demonstrate that the proposed resource has worked on a minimum of two (2) projects using the Microsoft Office suite (i.e. Outlook, Word, PowerPoint and Excel). The Bidder must provide the name, e-mail address, title, and organization for a customer reference for each project. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.	Points will be awarded for experience demonstrated in the following manner: 2 Projects = 5 points 3 Projects = 7 points 4+ Projects = 10 points	

INSERT:

R15	The Bidder should demonstrate that the proposed resource has worked on a minimum of two (2) projects using the Microsoft Office suite (i.e. Outlook, Word, PowerPoint and Excel). The Bidder must provide the name, e-mail address, title, and organization for each customer reference for projects completed in the last five years. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.	Points will be awarded for experience demonstrated in the following manner: 2 Projects = 5 points 3 Projects = 7 points 4+ Projects = 10 points	

DELETE:

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R17	The Bidder should demonstrate that the proposed resource has a minimum of five (5) years of experience performing each of the following clerical tasks in support of an IM/IT project team: (i.) scheduling meetings; (ii.) creating meeting agendas; (iii.)taking meeting minutes; and (iv.) logging action items. The Bidder must provide the name, e-mail address, title, and organization for each customer reference. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail. Only experience claimed since January 1, 2007 will be accepted.	Points will be awarded for experience demonstrated in the following manner: 5 years = 5 points 7 years = 7 points 8+ years = 10 points	

INSERT:

R17	The Bidder should demonstrate that the proposed resource has a minimum of five (5) years of experience performing each of the following clerical tasks in support of an IM/IT project team: (i.) scheduling meetings; (ii.) creating meeting agendas; (iii.)taking meeting minutes; and (iv.) logging action items. The Bidder must provide the name, e-mail address, title, and organization for each customer reference for experience gained in the last five years. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail. Only experience claimed since January 1, 2007 will be accepted.	Points will be awarded for experience demonstrated in the following manner: 5 years = 5 points 7 years = 7 points 8+ years = 10 points	

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018	**5.2 Additional Certifications Precedent to Contract Award**
	DELETE:
	(b) Certification of Language - Bilingual Essential; French or English Essential
	By submitting a bid, the Bidder certifies that, should it be awarded a contract as result of the bid solicitation, every proposed resource for the resource category B.1 Business Analyst will be fluent in both official languages of Canada (French and English). The proposed resources must be able to communicate orally and in writing in French and English without any assistance and with minimal errors.
	By submitting a bid, the Bidder certifies that, should it be awarded a contract as result of the bid solicitation, every proposed resource for the resource categories P.9 IT Project Manager and P.7 Project Coordinator will be fluent in English or French. The proposed resources must be able to communicate orally and in writing in English or French without any assistance and with minimal errors.
	INSERT:
	(b) Certification of Language - Bilingual Essential; French or English Essential
	By submitting a bid, the Bidder certifies that, should it be awarded a contract as result of the bid solicitation, two of the proposed resources for the resource category B.1 Business Analyst Bilingual will be fluent in both official languages of Canada (French and English). The proposed resources must be able to communicate orally and in writing in French and English without any assistance and with minimal errors.
	By submitting a bid, the Bidder certifies that, should it be awarded a contract as result of the bid solicitation, every proposed resource for the resource categories P.9 IT Project Manager and P.7 Project Coordinator and one of the of the proposed resources for the resource category B.1 Business Analyst will be fluent in English or French. The proposed resources must be able to communicate orally and in writing in English or French without any assistance and with minimal errors.
	ANNEX A - STATEMENT OF WORK
	# 8.0 SERVICES REQUIRED
	## DELETE:
	8.1 Business Analyst a) Develop and document statements of requirements for considered alternatives; b) Develop high level functional and technical requirements and specifications through the use of business process maps, Use Cases, JAD sessions and documented outcome, business workflow and organizational models, data definitions and logical data models and/or solution prototypes; c) Perform business analyses of functional requirements to identify information, procedures, and decision flows; d) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems; e) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems; f) Establish acceptance test criteria with client; and g) Support and use the selected departmental methodologies.

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INSERT:

8.1 Business Analyst – French or English Essential

a) Develop and document statements of requirements for considered alternatives;
b) Develop high level functional and technical requirements and specifications through the use of business process maps, Use Cases, documented outcome, business workflow and organizational models, data definitions and logical data models and/or solution prototypes;
c) Perform business analyses of functional requirements to identify information, procedures, and decision flows;
d) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems;
e) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems; and
f) Support and use the selected departmental methodologies.

8.2 Business Analyst – Bilingual

Level 3 Business Analyst Bilingual tasks include, but are not limited to, the Level 3 Business Analyst English or French tasks above, and the following:

a) Develop high level functional and technical requirements and specifications through the use of JAD sessions; and
b) Establish acceptance test criteria with client.

DELETE:

12.0 LANGUAGE OF WORK

The Contractor's Business Analysts must be bilingual (French and English). All other Contractor resources must be fluent in either English or French. The language of work will be identified in each Task Authorization issued

INSERT:

12.0 LANGUAGE OF WORK

The Contractor's Business Analysts Bilingual must be bilingual (French and English). All other Contractor resources must be fluent in either French or English. The language of work will be identified in each Task Authorization issued

APPENDIX D TO ANNEX A - CERTIFICATIONS AT THE TA STAGE

DELETE

4. CERTIFICATION OF LANGUAGE - English or Bilingual or French

(a) The Contractor certifies that the proposed resource(s) for the resource category Business Analyst in response to this draft Task Authorization is/are fluent in both official languages of Canada (French and English). The individual(s) proposed must be able to communicate orally and in writing in French and English without any assistance and with minimal errors.

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

INSERT:

5. CERTIFICATION OF LANGUAGE - English or Bilingual or French

(a) The Contractor certifies that the proposed resource(s) for the resource category Business Analyst Bilingual in response to this draft Task Authorization is/are fluent in both official languages of Canada (French and English). The individual(s) proposed must be able to communicate orally and in writing in French and English without any assistance and with minimal errors.

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

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

ANNEX B
BASIS OF PAYMENT

DELETE:

INITIAL CONTRACT PERIOD:

Initial Contract Period Year 1 (Date of Contract award to _____)		
Resource Category	**Level of Expertise**	**Firm Per Diem Rate**
B.1 Business Analyst	**Level 3**	
P.9 IT Project Manager	**Level 3**	
P.7 Project Coordinator	**Level 2**	

Initial Contract Period Year 2 (_____ to _____)	

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Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 Business Analyst	Level 3	
P.9 IT Project Manager	Level 3	
P.7 Project Coordinator	Level 2	

OPTION PERIODS:

Option Period 1

(_____ to _____)

Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 Business Analyst	Level 3	
P.9 IT Project Manager	Level 3	
P.7 Project Coordinator	Level 2	

Option Period 2

(_____ to _____)

Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 Business Analyst	Level 3	
P.9 IT Project Manager	Level 3	
P.7 Project Coordinator	Level 2	

INSERT:

Initial Contract Period

Year 1

(Date of Contract award to _____)

Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 Business Analyst Bilingual	Level 3	
B.1 Business Analyst French or English essential	Level 3	

Solicitation No. - N° de l'invitation	Amd. No. - N° de la modif.	Buyer ID - Id de l'acheteur
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P.9 IT Project Manager	Level 3	
P.7 Project Coordinator	Level 2	

Initial Contract Period Year 2
(_____ to _____)

Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 Business Analyst Bilingual	Level 3	
B.1 Business Analyst French or English essential	Level 3	
P.9 IT Project Manager	Level 3	
P.7 Project Coordinator	Level 2	

OPTION PERIODS:

Option Period 1
(_____ to _____)

Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 Business Analyst Bilingual	Level 3	
B.1 Business Analyst French or English essential	Level 3	
P.9 IT Project Manager	Level 3	
P.7 Project Coordinator	Level 2	

Option Period 2
(_____ to _____)

Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 Business Analyst Bilingual	Level 3	

Solicitation No. - N° de l'invitation	Amd. No. - N° de la modif.	Buyer ID - Id de l'acheteur
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B.1 Business Analyst French or English essential	Level 3	
P.9 IT Project Manager	Level 3	
P.7 Project Coordinator	Level 2	

ATTACHMENT 3.1 - BID SUBMISSION FORM

DELETE:

Resource Category	Level of Expertise	Language Requirement	Security Level Required	Bidder's Proposed Resource (Name)
Business Analyst	3	**Bilingual**	**Secret**	
Business Analyst	3	**Bilingual**	**Secret**	
Business Analyst	3	**Bilingual**	**Secret**	
IT Project Manager	3	**English/French**	**Secret**	
IT Project Manager	3	**English/French**	**Secret**	
IT Project Manager	3	**English/French**	**Secret**	
Project Coordinator	2	**English/French**	**Secret**	
Project Coordinator	2	**English/French**	**Secret**	

INSERT:

Resource Category	Level of Expertise	Language Requirement	Security Level Required	Bidder's Proposed Resource (Name)
Business Analyst	3	**Bilingual**	**Secret**	

Solicitation No. - N° de l'invitation	Amd. No. - N° de la modif.	Buyer ID - Id de l'acheteur
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Business Analyst	**3**	**Bilingual**	**Secret**	
Business Analyst	**3**	**English/French**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
Project Coordinator	**2**	**English/French**	**Secret**	
Project Coordinator	**2**	**English/French**	**Secret**	

ATTACHMENT 4.3 - PRICING SCHEDULE

DELETE:

Initial Contract Period – Year One

Date of Contract award to _____

(A)	(B)	(C)	(D)	(E)	(F)
Resource Category	Level of Expertise	Estimated Number of Resources	Estimated Number of Days	Firm Per Diem Rate or Median Rate (if applicable)	Total Cost (C x D x E)
B.1 Business Analyst	Level 3	10	220	$	$
P.9 IT Project Manager	Level 3	10	220	$	$
P.7 Project Coordinator	Level 2	6	220	$	$
Total Price Initial Contract Period Year 1					$ <TBD>

Initial Contract Period – Year Two

_____ to _____

(A)	(B)	(C)	(D)	(E)	(F)

Solicitation No. - N° de l'invitation   Amd. No. - N° de la modif.   Buyer ID - Id de l'acheteur
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Client Ref. No. - N° de réf. du client   File No. - N° du dossier   CCC No./No CCC – FMS No./No VME
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Resource Category	Level of Expertise	Estimated Number of Resources	Estimated Number of Days	Firm Per Diem Rate or Median Rate (if applicable)	Total Cost (C x D x E)
B.1 Business Analyst	Level 3	10	220	$	$
P.9 IT Project Manager	Level 3	10	220	$	$
P.7 Project Coordinator	Level 2	6	220	$	$
Total Price Initial Contract Period Year 2					**$ <TBD>**

Option Period 1

_____ to _____

(A)	(B)	(C)	(D)	(E)	(F)
Resource Category	**Level of Expertise**	**Estimated Number of Resources**	**Estimated Number of Days**	**Firm Per Diem Rate or Median Rate (if applicable)**	**Total Cost (C x D x E)**
B.1 Business Analyst	Level 3	5	220	$	$
P.9 IT Project Manager	Level 3	5	220	$	$
P.7 Project Coordinator	Level 2	3	220	$	$
Total Price Option Period 1					**$ <TBD>**

Option Period 2

_____ to _____

(A)	(B)	(C)	(D)	(E)	(F)
Resource Category	**Level of Expertise**	**Estimated Number of Resources**	**Estimated Number of Days**	**Firm Per Diem Rate or Median Rate (if applicable)**	**Total Cost (C x D x E)**
B.1 Business Analyst	Level 3	5	220	$	$
P.9 IT Project	Level 3	5	220	$	$

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Manager					
P.7 Project Coordinator	Level 2	3	220	$	$
			Total Price Option Period 2		$ **<TBD>**

INSERT:

Initial Contract Period – Year One **Date of Contract award to _____**					
(A)	**(B)**	**(C)**	**(D)**	**(E)**	**(F)**
Resource Category	**Level of Expertise**	**Estimated Number of Resources**	**Estimated Number of Days**	**Firm Per Diem Rate or Median Rate (if applicable)**	**Total Cost (C x D x E)**
B.1 Business Analyst Bilingual	Level 3	6	220	$	$
B.1 Business Analyst French or English essential	Level 3	4	220	$	$
P.9 IT Project Manager	Level 3	10	220	$	$
P.7 Project Coordinator	Level 2	6	220	$	$
			Total Price Initial Contract Period Year 1		$ **<TBD>**

Initial Contract Period – Year Two **_____ to _____**					
(A)	**(B)**	**(C)**	**(D)**	**(E)**	**(F)**
Resource Category	**Level of Expertise**	**Estimated Number of Resources**	**Estimated Number of Days**	**Firm Per Diem Rate or Median Rate (if applicable)**	**Total Cost (C x D x E)**
B.1 Business Analyst Bilingual	Level 3	6	220	$	$

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07

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Client Ref. No. - N° de réf. du client
35035-161272

File No. - N° du dossier
625zm35035-161272

CCC No./No CCC – FMS No./No VME

B.1 Business Analyst French or English essential	Level 3	4	220	$	$
P.9 IT Project Manager	Level 3	10	220	$	$
P.7 Project Coordinator	Level 2	6	220	$	$
Total Price Initial Contract Period Year 2					$ **<TBD>**

Option Period 1

_____ to _____

(A)	(B)	(C)	(D)	(E)	(F)
Resource Category	Level of Expertise	Estimated Number of Resources	Estimated Number of Days	Firm Per Diem Rate or Median Rate (if applicable)	Total Cost (C x D x E)
B.1 Business Analyst Bilingual	Level 3	3	220	$	$
B.1 Business Analyst French or English essential	Level 3	2	220	$	$
P.9 IT Project Manager	Level 3	5	220	$	$
P.7 Project Coordinator	Level 2	3	220	$	$
Total Price Option Period 1					$ **<TBD>**

Option Period 2

_____ to _____

(A)	(B)	(C)	(D)	(E)	(F)
Resource	Level of	Estimated Number of	Estimated Number of	Firm Per Diem Rate	Total Cost (C x D

Solicitation No. - N° de l'invitation   Amd. No. - N° de la modif.   Buyer ID - Id de l'acheteur
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Client Ref. No. - N° de réf. du client   File No. - N° du dossier   CCC No./No CCC – FMS No./No VME
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Category	Expertise	Resources	Days	or Median Rate (if applicable)	x E)
B.1 Business Analyst Bilingual	Level 3	3	220	$	$
B.1 Business Analyst French or English essential	Level 3	2	220	$	$
P.9 IT Project Manager	Level 3	5	220	$	$
P.7 Project Coordinator	Level 2	3	220	$	$
				Total Price Option Period 2	$ <TBD>

019	**ATTACHMENT 4.1 - MANDATORY TECHNICAL CRITERIA**

Table 2: Level 3 Business Analyst

DELETE:

M3	The Bidder must demonstrate that the proposed resource has at least ten (10) years of experience as a Senior (Level 3) Business Analyst in leading requirements development sessions with stakeholders and documenting requirements in Use Case format. Only experience claimed since January 1, 2002 will be accepted.		

INSERT:

M3	The Bidder must demonstrate that the proposed resource has at least twelve (12) years of experience as a Business Analyst in leading requirements development sessions with stakeholders and documenting requirements in Use Case format. Only experience claimed since January 1, 2002 will be accepted.		

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Table 3: Level 3 IT Project Manager

DELETE:

M5	The Bidder must demonstrate that the proposed resource has at least ten (10) years of experience as a Senior (Level 3) IT Project Manager delivering projects. Only experience claimed since January 1, 2002 will be accepted.		

INSERT:

M5	The Bidder must demonstrate that the proposed resource has at least twelve (12) years of experience as an IT Project Manager delivering projects. Only experience claimed since January 1, 2002 will be accepted.		

DELETE:

M7	The Bidder must demonstrate that the proposed resource has at least ten (10) years of experience as the Senior IT Project Manager (Level 3) managing a minimum of two (2) IM/IT projects in those ten years which included leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		

INSERT:

M7	The Bidder must demonstrate that the proposed resource has at least twelve (12) years of experience as the IT Project Manager managing a minimum of two (2) IM/IT projects in those ten years which included leading a team that implemented new products or software upgrades or hardware products in an		

Solicitation No. - N° de l'invitation	Amd. No. - N° de la modif.	Buyer ID - Id de l'acheteur
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Client Ref. No. - N° de réf. du client	File No. - N° du dossier	CCC No./No CCC – FMS No./No VME
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		environment of over 1,000 users. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		
020		**ATTACHMENT 4.1 - MANDATORY TECHNICAL CRITERIA** **Table 3: Level 3 IT Project Manager** **DELETE:**		
	M7	The Bidder must demonstrate that the proposed resource has at least twelve (12) years of experience as the IT Project Manager managing a minimum of two (2) IM/IT projects in those ten years which included leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		
		INSERT:		
	M7	The Bidder must demonstrate that the proposed resource has at least twelve (12) years of experience as the IT Project Manager managing a minimum of two (2) IM/IT projects in those twelve years which included leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		

ALL OTHERS TERMS AND CONDITIONS REMAIN UNCHANGED.