

**RETURN BIDS TO :**

**RETOURNER LES  
 SOUMISSIONS À:**

Bid Receiving Shared Services Canada  
 | Services partagés Canada  
 180 Kent Street  
 13<sup>th</sup> Floor  
 Ottawa, ON K1G 4A8

**REQUEST FOR PROPOSAL**

**DEMANDE DE  
 PROPOSITION**

Proposal To: Shared Services  
 Canada

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out thereof.

**Proposition aux: Services partagés  
 Canada**

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées

**Instructions : See Herein**

ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexées, au(x) prix indiqué(s)

Comments - Commentaires

**This document contains a Security  
 Requirement**

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

**Issuing Office – Bureau de distribution**

Shared Services Canada  
 180 Kent Street  
 13<sup>th</sup> Floor  
 Ottawa, ON K1G 4A8

<b>Title – Sujet</b> SBIPS – ITSM Process Maturity Solution	
<b>Solicitation No. – N° de l'invitation</b> 10052799	<b>Date</b> 01-May-2017
<b>Client Reference No. – N° référence du client</b> RAS 16-43488	
<b>Buy &amp; Sell Reference No. – N° de reference de SEAG</b> 10052799	
<b>File No. – N° de dossier</b> 10052799	<b>SBIPS SUPPLY ARRANGEMENT</b> EN537-05IT01.
<b>Solicitation Closes – L'invitation prend fin</b> <b>at – à 2 :00 PM</b> <b>on – le 26-May-2017</b>	
<b>Time Zone</b> Fuseau horaire Daylight Saving Time DST	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Inquiries to : - Adresser toutes questions à:</b> Julie Bampton	<b>Buyer Id – Id de l'acheteur</b> C09
<b>Telephone No. – N° de téléphone :</b> 613-790-5915	<b>FAX No. – N° de FAX</b>
<b>Destination – of Goods, Services, and Construction:</b> <b>Destination – des biens, services et construction :</b> See Herein	

**Instructions: Voir aux présentes**

<b>Delivery required - Livraison exigée</b> See Herein	<b>Delivered Offered – Livraison proposée</b>
<b>Vendor/firm Name and address</b> Raison sociale et adresse du fournisseur/de l'entrepreneur	
<b>Facsimile No. – N° de télécopieur</b> <b>Telephone No. – N° de téléphone</b>	
<b>Name and title of person authorized to sign on behalf of Vendor/firm (type or print)-</b> <b>Nom et titre de la personne autorisée à signer au nom du fournisseur/de l'entrepreneur (taper ou écrire en caractères d'imprimerie)</b>	
<b>Signature</b>	<b>Date</b>

## **SBIPS BID SOLICITATION AND RESULTING CONTRACT CLAUSES**

This Request for Proposal (RFP) is issued to solicit bids from pre-qualified suppliers holding a valid Solutions-Based Informatics Professional Services Supply Arrangement (SBIPS SA) issued pursuant to the Request for Supply Arrangement (RFSA) solicitation No. EN537-05IT01.

Unless otherwise specified in this document, all terms and conditions of the SBIPS SA apply & shall be incorporated into this SBIPS SA RFP and any resulting contract by reference.

There is currently one or more Contractors performing some of the services described in this RFP.  
 No Contractor is presently performing these services.

Specific terms of this SBIPS SA RFP are as follows:

### **A. Project Summary**

This SBIPS SA RFP is being competed under Tier 2 for Shared Services Canada

This SBIPS SA RFP is a requirement involving the following SBIPS Domain of Expertise:

1. Business Transformation

The focus of the solution setup scope will be to establish a formal team structure, governance model and implementation plan for the duration of the contract. Included in this scope is the budgeting, resourcing, scoping and planning of each release as well as the requirement for the Contractor to collaborate with SSC to ensure the appropriate governing activities are in place to enable implementation success (including project management, continual service improvement, benefits realization, and ongoing service management initiatives)

### **B. Potential Bidders**

The following pre-qualified SBIPS SA Holders under Tier 2 in the National Capital region have been invited to bid on this requirement.

Accenture Inc.  
ADGA Group Consultants Inc.  
Adobe Systems Canada Inc.  
CAE Inc.  
CGI Information Systems and Management Consultants Inc.  
Cisco Systems Canada Co.  
Computer Sciences Canada Inc. /Les sciences de l'informatique Canada Inc.  
Dapasoft Inc  
Deloitte Inc.  
DONNA CONNA INC., IBM CANADA LIMITED IN JOINT VENTURE  
Ernst & Young LLP  
Fujitsu Consulting (CANADA) Inc./Fujitsu Conseil (Canada) Inc.  
General Dynamics Information Technology Canada Ltd.  
Hewlett-Packard (Canada) Co. Hewlett-Packard (Canada) Cie  
IBISKA Telecom Inc.  
IBM Canada Ltd.  
IT/Net Ottawa Inc, KPMG LLP, in joint venture

KPMG LLP

Modis Canada Inc

Pricewaterhouse Coopers LLP

Sierra Systems Group Inc.

Tata Consultancy Services Canada Inc.

TELUS Communications Company

Unisys Canada Inc.

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### List of Annexes and Appendices

Annex A	Statement of Work
Annex B	Basis of Payment Table
Annex C	Evaluation Criteria <ul style="list-style-type: none"><li>• Attachment C.1 – Evaluation Table</li><li>• Attachment C.2 – Reference Form</li></ul>
Annex D	Bid Submission Form
Annex E	Security Requirement Checklist (SRCL)
Annex F	Federal Contractors Program for Employment Equity – Certification
Annex G	Task Authorization Procedures
Annex H	Task Authorization Form
CD/DVD	SSC Current State Assessment and Key Findings
CD/DVD	SSC Process Maturity Assessment
CD/DVD	Current SSC service management process and internal policy information

**NOTE: CD/DVD needs to be received by the Contracting Authority in person at 180 Kent Street, 13<sup>th</sup> Floor. Please contact Julie Bampton @julie.bampton@canada.ca as soon as possible to set up a time to receive it.**

## MODEL BID SOLICITATION AND RESULTING CONTRACT CLAUSES FOR

### Solutions-Based Informatics and Professional Services (SBIPS) Supply Arrangement

#### PART 1 - GENERAL INFORMATION

##### 1.1 Introduction

This document states terms and conditions that apply to bid solicitation # 10052799. It is divided into seven parts plus annexes and, if applicable, attachments as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation and states that the Bidder agrees to be bound by the clauses and conditions contained in all parts of the bid solicitation;
- Part 3 Bid Preparation Instructions: provides bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selection;
- Part 5 Certifications: includes the certifications to be provided;
- Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The annexes include the Statement of Work, the Basis of Payment and any other annexes.

##### 1.2 Summary

- (a) This bid solicitation is being issued to satisfy the requirement of the Shared Services Canada (SSC) (the "**Client**") for Solutions-based Informatics Professional Services (SBIPS) under the SBIPS Supply Arrangement (SA) method of supply.
- (b) It is intended to result in the award of one (1) contract from contract award and ending 60 months later.
- (c) There is a security requirement associated with this requirement. For additional information, see Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. Bidders should consult the "Security Requirements on PWGSC Bid Solicitations - Instructions for Bidders" document on the Departmental Standard Procurement Documents (<http://www.pwgsc.gc.ca/acquisitions/text/plain/plain-e.html#top>) Website.
- (d) The requirement is subject to the provisions of the World Trade Organization *Agreement on Government Procurement* (WTO-AGP), the *North American Free Trade Agreement* (NAFTA), and the *Agreement on Internal Trade* (AIT), the *Canadian-Chile Free Trade Agreement* (CCFTA).

##### 1.3 Description of Requirement

The Client's requirement is described in the following documents:

- (a) This Bid Solicitation document and its associated annexes and appendices; and
- (b) The SBIPS Supply Arrangement EN578-05IT01/G and its associated Annexes.

## **PART 2 - BIDDER INSTRUCTIONS**

### **2.1 Standard Instructions, Clauses and Conditions**

- (a) All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual issued by Public Works and Government Services Canada (PWGSC).
- (b) Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.
- (c) The 2003 (2016-04-04) Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the bid solicitation. If there is a conflict between the provisions of 2003 and this document, this document prevails.
- (d) Subsection 5.4 of Standard Instructions - Goods or Services - Competitive Requirements 2003 is amended as follows:
  - (i) Delete: sixty (60) days
  - (ii) Insert: 120 days
- (e) In Section 5 of Standard Instructions - Goods or Services - Competitive Requirements 2003, add Subsection 8 as follows:
  - 8. A bid cannot be assigned or transferred in whole or in part.

### **2.2 Submission of Bids**

- (a) Unless specified otherwise in the RFP, bids must be received by the Contracting Authority identified by the date, time and place indicated on page 1 of this document.
- (b) Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail will not be accepted.
- (c) **Enquiries - Bid Solicitation**
  - (i) All enquiries must be submitted in writing to the Contracting Authority no later than seven (7) calendar days before the bid closing date, unless otherwise specified in each RFP. Enquiries received after that time may not be answered.
  - (ii) Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a "proprietary" nature must be clearly marked "proprietary" at each relevant item. Items identified as proprietary will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

### **2.3 Applicable Laws**

- (a) Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.
- (b) A bidder may, at its discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of its bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of its choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidder.

***Note to Bidders: Bidders are requested to indicate the Canadian province or territory they wish to apply to any resulting contract in their Bid Submission Form.***

#### **2.4 Improvement of Requirement During Solicitation Period**

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reasons for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority in accordance with the article entitled "Enquiries - Bid Solicitation". Canada will have the right to accept or reject any or all suggestions.

#### **2.5 Debriefings**

At contract award, the Contracting Authority will notify all bidders of the name of the Contractor who has been awarded the contract as well as its total estimated value and as to why their bid was not selected. We do not intend to conduct in-person debriefs for this solicitation. Instead, the information set out in the regret letter will include the reason the bidder's proposal was not accepted.

#### **2.6 Volumetric Data**

If provided, the data described in this Request for Proposal has been provided to Bidders to assist them in preparing their bids. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future usage of the services identified in this request for proposal will be consistent with this data. It is provided purely for information purposes.

## PART 3 - BID PREPARATION INSTRUCTIONS

### 3.1 Bid Preparation Instructions

Canada will accept electronic copies of the response e-mailed to:

Julie Watson-Bampton  
[julie.bampton@canada.ca](mailto:julie.bampton@canada.ca)

- (a) If electronic copies of the response are not emailed the following applies. Canada requests that bidders provide their bid in separately bound sections as follows:
- (i) Section I: Technical Bid (3 hard copies and 1 soft copy)
  - (ii) Section II: Financial Bid (1 hard copies and 1 soft copy)
  - (iii) Section III: Certifications (1 hard copy)
- Where a soft copy is required, if there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy. Prices must appear in the financial bid only. Prices must not be indicated in any other section of the bid.
- (b) Canada requests that bidders follow the format instructions described below in the preparation of their bid:
- (i) use 8.5 x 11 inch (216 mm x 279 mm) paper;
  - (ii) use a numbering system that corresponds to the bid solicitation;
  - (iii) include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, bidder's name and address and contact information of its representative; and
  - (iv) include a table of contents.
- (c) **Green Procurement:** In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process Policy on Green Procurement which can be found at:<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>

To assist Canada in reaching its objectives, bidders are encouraged to :

- (i) use paper containing fibre certified as originating from a sustainably- managed forest and/or containing minimum 30% recycled content; and
  - (ii) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.
- (d) Multiple bids from the same bidder are not permitted in response to this bid solicitation. Each bidder must submit only a single bid. If any bidder submits more than one bid, Canada will choose in its discretion which bid to consider.

### 3.2A Section I: Technical Bid

- (a) In their technical bid, bidders will demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders will demonstrate their capability in a thorough, concise and clear manner for carrying out the work. The technical bid must address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid



duplication, bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

The technical bid consists of the following:

- (i) **Bid Submission Form:** Unless specified otherwise in the RFP, Bidders are requested to include the completed Bid Submission Form with their bids. It provides a common form in which bidders can provide information required for evaluation and contract award, such as a contact name, the Bidder's Procurement Business Number, the Bidder's status under the Federal Contractors Program for Employment Equity, etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.
- (ii) **Security, Financial & Other Requirements:** As required by Part 6 of the bid solicitation.
- (iii) **Substantiation of Technical Compliance Form:** The technical bid must substantiate the compliance of the Bidder and its proposed solution with the specific articles of Annex A (Statement of Work) identified in the Substantiation of Technical Compliance Form, which is the requested format for providing the substantiation. The Substantiation of Technical Compliance Form is not required to address any parts of this bid solicitation not referenced in the form. The substantiation must not simply be a repetition of the requirement, but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution complies is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be considered non-responsive and disqualified. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the "Reference" column of the Substantiation of Technical Compliance Form, where bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.
- (iv) **Résumés for Proposed Resources:** Unless specified otherwise in the RFP, the technical bid must include résumés for the resources identified in the bid solicitation that demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to résumés and resources:
  - (A) Proposed resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work. (refer to Part 5, Certifications). For educational requirements for a particular degree, designation or certificate, the Contracting Authority will only consider educational programmes that were successfully completed by the resource by the time of bid closing.
  - (B) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession's governing body throughout the evaluation and Contract Period.
  - (C) For work experience, the Contracting Authority will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
  - (D) For any requirements that specify a particular time period (e.g., 2 years) of work experience, the Contract Authority will disregard any information about

experience if the individual's résumé does not include the relevant dates for the experience claimed (i.e., the start date and end date).

- (E) For work experience to be considered by the Contracting Authority the résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. The Bidder should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications/experience were obtained as of bid closing date. In situations in which a proposed resource worked at the same time on more than one project, only one project will be counted toward any requirements that relate to the individual's length of experience.
- (iv) **Implementation Plan:** The Bidder should include a proposed draft implementation plan, which demonstrates that the Bidder's proposed implementation plan meets all the rated requirements for implementation described in this RFP.
- (v) **Organization Change Management Plan:** The Bidder should include a proposed draft organization change management plan, which demonstrates that the Bidder's proposed organizational change plan meets all the rated requirements for Organization Change Management described in the RFP.
- (vi) **Project Management Activity Plan:** The Bidder should include a proposed draft activity plan, which demonstrates that the Bidder's proposed activity plan meets the rated requirements for Project Management described in the RFP.
- (vii) **CMDB Strategy:** The Bidder should include a proposed draft CMDB Strategy plan, which demonstrates that the Bidder's proposed CMDB Strategy meets all the rated requirements for strategy described in this RFP.
- (viii) **Customer Reference Contract Information:** The Bidder must provide customer references who must confirm, when requested by Canada, the facts identified in the Bidder's proposal. For each customer reference, the Bidder must, at a minimum, provide the name and either the telephone number or e-mail address for a contact person. Bidders are also requested to include the title of the contact person. If the named individual is unavailable when required during the evaluation period, the Bidder may provide the name and contact information of an alternate contact from the same customer.

### 3.2B - Section II: Financial Bid

- (a) **Pricing:** The total amount of Goods and Services Tax or Harmonized Sales Tax must be shown separately, if applicable. Prices must be firm prices.

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

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

### 3.2C Section III: Certifications

Bidders must submit the certifications required under Part 5.

## PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

### 4.1 Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria. There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.
- (b) An evaluation team composed of representatives of the Client(s) and/or PWGSC will evaluate the bids on behalf of Canada. Canada may hire any independent consultant, or use any Government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- (c) In addition to any other time periods established in the bid solicitation:
  - (i) **Requests for Clarifications:** If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.
  - (ii) **Requests for Interviews:** If Canada wishes to interview the Bidder and/or any or all of the resources proposed by the Bidder to fulfill the requirements of the bid solicitation, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) following notice by the Contracting Authority to make any necessary arrangements (at the Bidder's sole cost) for the interview to take place at a location specified by Canada.
  - (iii) **Extension of Time:** If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

### 4.2 Technical Evaluation:

- (a) **Mandatory Technical Criteria:** Each bid will be reviewed for compliance with the mandatory requirements of the bid solicitation. All elements of the bid solicitation that are mandatory requirements are identified specifically with the words "must" or "mandatory". Bids that do not comply with each and every mandatory requirement will be considered non-responsive and be disqualified.
- (b) **Point-Rated Technical Criteria:** Where Point-Rated Technical Criteria are specified in the RFP, each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly. Point-rated evaluation criteria and/or evaluation processes are described in the RFP.
- (c) **Resource Qualifications:** The qualifications and experience of the proposed resource(s) will be assessed against the requirements set out in the bid solicitation. Canada may request proof of successful completion of formal training, as well as reference information. The Contracting Authority reserves the right to request references from a Bidder to conduct a reference check to verify the accuracy of the information provided. For each customer reference, the Bidder **must** provide the name, telephone number and e-mail address (unless this individual does not have an e-mail address) for a contact person. The title of each person is requested but not required. If the named individual is unavailable when required during the evaluation period, the Bidder may provide the name and contact information of an alternate contact from the same customer.
- (d) **Reference Checks:** If reference checks are conducted by Canada, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada

will send all e-mail reference check requests to contacts supplied by all the Bidders on the same day. Canada will not award any points unless the response is received within 5 working days. Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated. Points will only be allocated if the reference customer is an outside client of the Bidder itself and not that of an affiliate (for example, the outside client cannot be the customer of an affiliate of the Bidder.) Points will not be allocated if the outside client is itself an affiliate or other entity that does not deal at arm's length with the Bidder. Crown references will be accepted.

**(e) Technically Responsive Proposal:** A technically responsive proposal is a proposal that:

- i. meets the mandatory requirements; and
- ii. Meets the minimum points rated required as per Annex C Attachment C.1 table.

### 4.3 Financial Evaluation

The figures below are for demonstration purposes only and do not represent current or expected daily rates. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 30%

If only one responsive bid is received, prior to contract award, the Contracting Authority will seek justification to certify that the daily rates are fair and reasonable and commensurate with the type of services. In addition, the Bidder may be required to provide price support for any rates proposed.

The financial scores will be calculated as follows:

#### Step 1 – Mandatory Firm Fixed Cost Deliverables

Bidders must provide a fixed cost for each firm deliverable in accordance with Annex "B" Basis of Payment. A combined firm deliverable cost will be calculated by adding together all firm submitted for each deliverable.

#### Step 2 – Mandatory Resource Categories

Bidders must provide a daily rate for each of the Resource Categories in accordance with Annex "B" Basis of Payment. A combined daily rate will be calculated by adding together the rates submitted for each Resource Category for the 5 year contract period.

#### Step 3 – Highest and lowest combined daily rate

The highest and lowest combined daily rate will be removed prior to calculation of the overall average combined daily rate. If there are three or fewer bidders, no combined daily rates will be removed.

#### Step 4 – average combined daily rate

An average combined daily rate will be calculated by adding all the total combined daily rates from all responsive bids divided by the total number of responsive bids received.

#### Step 5 – Weighting

If any Bidder's combined daily rate is more than 30% below or 30% above the average combined daily rate, its bid will be considered non-responsive.

#### Step 6 – Combine Mandatory Firm Fixed Cost and average combined daily rate

Bidders total cost in Step 1 will be combined with bidders responsive combined daily rates to provide bidders total Combined Cost

#### Step 7

The weighted financial Score will be determined per Bidder

$$\text{Lowest Responsive Combined Cost} \times 30 = \text{Weighted Financial Score}$$

Bidder's Combined Cost

Example of a Financial Evaluation

**Bidder A**

**Step 1: Mandatory Firm Fixed Cost Deliverable**

	<b>Fixed Deliverable</b>	<b>Firm Fixed Cost</b>	<b>Total Firm Fixed Cost</b>
1	Implementation Plan	\$5000.00	\$37,000.00
2	Organizational Change Management Strategy	\$10,000.00	
3	Project Management Function – Activity Plan	\$10,000.00	
4	CMDB Strategy	\$12,000.00	

**Step 2: Mandatory Resource Category:**

	<b>Resource Category</b>	<b>Sub Title</b>	<b>Firm Per Diem Rate (5 years)</b>	<b>Fixed All-Inclusive Combined daily rate</b>
P.5	Project Manager	Project Manager	\$2500.00	\$10,600.00
B.7	Business Transformation Architect	ITSM Transformation Lead	\$1800.00	
P.1	Change Management Consultant	Senior OCM Manager	\$1300.00	
B.6	Business Systems Analyst	ITSM Systems Analyst	\$1300.00	
B.5	Business Process Re-Engineering Consultant	ITSM Process Re=Engineering	\$1150.00	
I.5	IM Architect	ITSM IM Architect	\$1500.00	
B.11	Instructor IT	Training Specialist	\$1050.00	

**Bidder B**

**Step 1: Mandatory Firm Fixed Cost Deliverable**

	Fixed Deliverable	Firm Fixed Cost	Total Firm Fixed Cost
1	Implementation Plan	\$5000.00	\$32,000.00
2	Organizational Change Management Strategy	\$8,000.00	
3	Project Management Function – Activity Plan	\$8,000.00	
4	CMDB Strategy	\$11,000.00	

**Step 2: Mandatory Resource Category:**

	Resource Category	Sub Title	Firm Per Diem Rate (5 years)	Fixed All-Inclusive Combined daily rate
P.5	Project Manager	Project Manager	\$1400.00	\$10,500
B.7	Business Transformation Architect	ITSM Transformation Lead	\$1500.00	
P.1	Change Management Consultant	Senior OCM Manager	\$1500.00	
B.6	Business Systems Analyst	ITSM Systems Analyst	\$1500.00	
B.5	Business Process Re-Engineering Consultant	ITSM Process Re=Engineering	\$1500.00	
I.5	IM Architect	ITSM IM Architect	\$1500.00	
B.11	Instructor IT	Training Specialist	\$1500.00	

**Bidder C**

	Fixed Deliverable	Firm Fixed Cost	Total Cost
	Non-Responsive – did not meet Technical Submission		

**Bidder D**

**Step 1: Mandatory Firm Fixed Cost Deliverable**

	<b>Fixed Deliverable</b>	<b>Firm Fixed Cost</b>	<b>Total Firm Fixed Cost</b>
1	Implementation Plan	\$2000.00	\$17,000.00
2	Organizational Change Management Strategy	\$5,000.00	
3	Project Management Function – Activity Plan	\$5,000.00	
4	CMDB Strategy	\$5,000.00	

**Step 2: Mandatory Resource Category:**

	<b>Resource Category</b>	<b>Sub Title</b>	<b>Firm Per Diem Rate (5 years)</b>	<b>Fixed All-Inclusive Combined daily rate</b>
P.5	Project Manager	Project Manager	\$500.00	\$3,500.00
B.7	Business Transformation Architect	ITSM Transformation Lead	\$500.00	
P.1	Change Management Consultant	Senior OCM Manager	\$500.00	
B.6	Business Systems Analyst	ITSM Systems Analyst	\$500.00	
B.5	Business Process Re-Engineering Consultant	ITSM Process Re=Engineering	\$500.00	
I.5	IM Architect	ITSM IM Architect	\$500.00	
B.11	Instructor IT	Training Specialist	\$500.00	

**Bidder E**

**Step 1: Mandatory Firm Fixed Cost Deliverable**

	Fixed Deliverable	Firm Fixed Cost	Total Firm Fixed Cost
1	Implementation Plan	\$6,000.00	\$28,000.00
2	Organizational Change Management Strategy	\$10,000.00	
3	Project Management Function – Activity Plan	\$16,000.00	
4	CMDB Strategy	\$8,000.00	

**Step 2: Mandatory Resource Category:**

	Resource Category	Sub Title	Firm Per Diem Rate (5 years)	Fixed All-Inclusive Combined daily rate
P.5	Project Manager	Project Manager	\$1,000.00	\$8,700.00
B.7	Business Transformation Architect	ITSM Transformation Lead	\$1,800.00	
P.1	Change Management Consultant	Senior OCM Manager	\$1,500.00	
B.6	Business Systems Analyst	ITSM Systems Analyst	\$1,600.00	
B.5	Business Process Re-Engineering Consultant	ITSM Process Re=Engineering	\$1000.00	
I.5	IM Architect	ITSM IM Architect	\$900.00	
B.11	Instructor IT	Training Specialist	\$900.00	

**Step 3: Highest and lowest Combined daily rate**

	Bidder A	Bidder B	Bidder C	Bidder D	Bidder E
Total Combined Daily Rate	\$10,600.00	\$10,500.00		\$3,500.00	\$8,700.00

**Step 4 Average Combined daily rate**

	Bidder A	Bidder B	Bidder C	Bidder D	Bidder E
Combined Daily Rate	Not Included in the calculation	\$10,500.00		Not Included in the calculation	\$8,700.00
Average Combined Daily Rate	Average =	\$19,200 / 2 = \$9,600.00			



**Step 5 Weighting**

	Bidder A	Bidder B	Bidder C	Bidder D	Bidder E
Total Combined Daily Rate	\$10,600.00	\$10,500.00	Non-Responsive did not meet requirements	\$3,500.00	\$8,700.00
				Non-Responsive (Total Combined Daily Rate below 30% Average of the Average Combined Daily Rate)	
Average Combined Daily Rate minus 30% = \$6,720.00					
Average Combined Daily Rate plus 30% = \$12,480.00					

**Step 6 – Combine Firm Fixed Deliverable Cost + Responsive Combined Daily Rate**

	Bidder A	Bidder B	Bidder C	Bidder D	Bidder E
Total Combined Daily Rate	\$37,000.00	\$32,000.00	Non-Responsive	Non-Responsive	\$40,000.00
Total Combined Daily Rate	\$10,600.00	\$10,500.00	Non-Responsive	Non-Responsive	\$8,700.00
Total Combined Cost	\$47,600.00	\$42,500.00			\$48,700.00

**Step 7 – Financial Score**

$\frac{\text{Lowest Responsive Combined Cost}}{\text{Bidder's Combined Cost}} \times 30 = \text{Weighted Financial Score per bidder}$

Lowest Responsive Combined Daily Rate	\$42,500.00
Financial Ratio	30

	Combined Cost	Financial Bid Score
Bidder A	\$47,600.00	27.786
Bidder B	\$42,500.00	30.00
Bidder E	\$48,700.00	26.181

**4.4 Basis of Selection – Highest Combined Rating of Technical Merit (70%) and Price (30%)**

- (a) To be declared responsive, a bid must:
  - a. comply with all the requirements of the bid solicitation;
  - b. meet all mandatory criteria; and
  - c. obtain the required minimum total of 260 (See Attachment C.1 Rated Technical Evaluation Table) points for all criteria, in the Rated Criteria
- (b) Bids not meeting (a), (b) and (c) will be declared non-responsive.
- (c) The evaluation will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70% for the technical merit and 30% for the price.
- (d) To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 70%.
- (e) To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price divided by the bidder's combined evaluated price and multiplied by the ratio of 30%.
- (f) For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
- (g) Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 70/30 ratio of technical merit and price, respectively. The total available points equals 135 and the lowest evaluated price is \$45,000 (45).

Basis of Selection - Highest Combined Rating Technical Merit (70%) and Price (30%)

	<b>Bidder 1</b>	<b>Bidder 2</b>	<b>Bidder 3</b>
<b>Overall Technical Score</b>	115/135	89/135	92/135
<b>Bid Evaluated Price</b>	\$55,000.00	\$50,000.00	\$45,000.00
<b>Calculations</b>			
<b>Technical Merit Score</b>	$115/135 \times 70 = 59.630$	$89/135 \times 70 = 46.148$	$92/135 \times 70 = 47.704$
<b>Pricing Score</b>	$45/55 \times 30 = 24.545$	$45/50 \times 30 = 27.00$	$45/45 \times 30 = 30.00$
<b>Combined Rating</b>	84.175	73.148	77.704
<b>Overall Rating</b>	1st	3rd	2nd

- (h) Bidders should note that all contract awards are subject to Canada's internal approvals process, which includes a requirement to approve funding in the amount of any proposed contract. Despite the fact that the Bidder may have been recommended for contract award, a contract will only be

awarded if internal approval is granted according to Canada's internal policies. If approval is not granted, no contract will be awarded.

- (i) If more than one bidder is ranked first because of identical overall scores, then the bidder with the best financial score will become the top-ranked bidder.

(j) Notification of Evaluation Results:

All SA Holders who respond to a SBIPS RFP will be notified in writing regarding the outcome of the RFP process. This notice will include the following information:

- i. Solicitation Number;
- ii. Company name of winning bidder including total points scored (for multiple resource requirements only);
- iii. Total value of contract awarded;
- iv. Number of responses received by the Contracting Authority; and
- v. Total points scored per individual bidder (Note: bidders will only receive their own total points scored and not the score of the other bidders)

## PART 5 – CERTIFICATIONS

Bidders must provide the required certifications to be awarded a contract. Canada will declare a bid non-responsive if the required certifications are not completed and submitted in accordance with the articles below.

Compliance with the certifications bidders provide to Canada is subject to verification by Canada during the bid evaluation period (before award of a contract) and after award of a contract. The Contracting Authority will have the right to ask for additional information to verify bidders' compliance with the certifications before award of a contract. The bid will be declared non-responsive if any certification made by the Bidder is untrue, whether made knowingly or unknowingly. Failure to comply with the certifications or to comply with the request of the Contracting Authority for additional information will also render the bid non-responsive.

Where the **Certification is Precedent to Contract Award**, then it should be completed and submitted with the bid, but may be submitted afterwards. If any of these required certifications is not completed and submitted as requested, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

Where the **Certification is required with the Bid at Bid Closing**, then Bidders must submit, at bid closing, the duly completed certification as part of their bid.

### 5.1 Mandatory Certifications Required Precedent to Contract Award

- 5.1.1 By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list ([http://www.labour.gc.ca/eng/standards\\_equity/eq/emp/fcp/list/inelig.shtml](http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml)) available from *Human Resources and Skills Development Canada (HRSDC) - Labour's website*. Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list at the time of contract award.

### 5.2 Mandatory Certifications Required with the Bid at Bid Closing

**Note to Bidders:** Bidders are requested to use the Bid Submission Form to provide information about their status under this program. For a joint venture bidder, this information must be provided for each member of the joint venture.

#### 5.2.1 Former Public Servant Certification

Standard Acquisition Clause and Conditions Clause A3025T (2010-01-11) Former Public Servant Certification is hereby incorporated by reference.

**Note to Bidders:** Bidders are requested to provide the information required by this clause in their Bid Submission Form.

#### 5.2.2 Status and Availability of Resources

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

- (b) If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, retirement, resignation, dismissal for cause or termination of an agreement for default.
- (c) If the Bidder has proposed any individual who is not an employee of the Bidder, by submitting a bid, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

### **5.2.3 Education and Experience**

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

## **PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS**

### **6.1 Mandatory at Bid Closing - Security Requirement**

- (a) At the date of bid closing, the following conditions must be met:
  - (i) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
  - (ii) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must each meet the security requirement as indicated in Part 7 - Resulting Contract Clauses; and
  - (iii) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites as follows:
    - (1) Name of individual as it appears on security clearance application;
    - (2) Level of security clearance obtained and expiry date;
    - (3) Security screening Certificate and Briefing Form file number.
- (b) Additional information on security requirements, bidders should consult the "Security Requirements for PWGSC Bid Solicitations - Instructions to Bidders" document (<http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31>) on the Departmental Standard Procurement Documents Website.
- (c) In the case of a joint venture bidder, each member of the joint venture must meet the security requirements.

### **6.2 Financial Capability**

- (a) SACC Manual clause A9033T (2010-08-16) Financial Capability applies to this requirement with the following amendments: subsection 3 is hereby deleted and replaced with the following:

“If the Bidder is a subsidiary of another company, then any financial information required by the Contracting Authority in 1(a) to (f) must be provided by each level of parent company, up to and including the ultimate parent company. The financial information of a parent company does not satisfy the requirement for the provision of the financial information of the Bidder; however, if the Bidder is a subsidiary of a company and, in the normal course of business, the required financial information is not generated separately for the subsidiary, the financial information of the parent company must be provided. If Canada determines that the Bidder is not financially capable but the parent company is, or if Canada is unable to perform a separate assessment of the Bidder's financial capability because its financial information has been combined with its parent's, Canada may, in its sole discretion, award the contract to the Bidder on the condition that the parent company grant a performance guarantee to Canada.”

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

## PART 7 - RESULTING CONTRACT CLAUSES

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

### 7.1 Requirement

\_\_\_\_\_ (the Contractor) agrees to supply to the Client the goods and services described in the Contract, including the Statement of Work, in accordance with and at the prices set out in the Contract. This includes:

- (i) providing professional services, as requested by Canada in accordance with the statement of work – Annex A
- (a) **Client(s):** Any reference to “**Client(s)**” includes any Government Department, Departmental Corporation or Agency, or other Crown entity described in the *Financial Administration Act* (as amended from time to time), and any other party for which the Department of Public Works and Government Services has been authorized to act from time to time under section 16 of the *Department of Public Works and Government Services Act*.
- (b) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client.
- (c) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions.
- (d) **Location of Services:** Services must be delivered as requested to the locations specified in the Contract, which delivery locations must exclude any area subject to one of the Comprehensive Land Claim Agreements (CLCAs).

### 7.2 Task Authorization

- (a) **Purpose of TA:** Services to be provided under the Contract on an as-and-when-requested basis will be ordered by Canada using the Task Authorization (“TA”) process.
- (b) **Process of Issuing a TA:** If a requirement for a specific task is identified, a draft “statement of task” will be prepared by the Contracting Authority and sent to the Contractor. Once it receives the statement of task, the Contractor must submit a response to the Authority identified in the TA detailing the cost and time to complete the task. The Contractor's response must be based on the rates set out in the Contract. The Contractor will not be paid for providing the response or for providing other information required to prepare and issue the TA. The Contractor must provide any information requested by Canada in relation to the preparation of a TA within three working days of the request, unless otherwise specified.
- (c) **Approval Process:** If Canada approves the Contractor's task response, Canada (by its authorized representative, as described in this contract) will issue the TA by forwarding a signed copy of the final TA form to the Contractor. Whether or not to approve or issue a TA is entirely within Canada's discretion.
- (d) **Contents of a TA:** A Task Authorization must contain the following information, if applicable:
  - (i) a task number;
  - (ii) the details of any financial coding to be used;
  - (iii) the number of resources in each category required;

- (iv) a statement of work for the task outlining the activities to be performed and identifying any deliverables;
  - (v) the duration of the task is to be carried out (start and end dates);
  - (vi) milestone dates for deliverables and payments (if applicable);
  - (vii) the number of person-days of effort required;
  - (viii) the specific work location;
  - (ix) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
  - (x) any other constraints that might affect the completion of the task.
- (f) **Charges for Work under a TA:** The Contractor must not charge Canada anything more than the price set out in the Task Authorization unless Canada has issued a TA amendment authorizing the increased expenditure. Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work unless they have been approved, in writing, by the Contracting Authority before being incorporated into the Work.
- (g) **Consolidation of TAs for Administrative Purposes:** The Contract may be amended from time to time to reflect all Task Authorizations issued and approved by the Contracting Authority to date, to document the Work performed under those TAs for administrative purposes.
- (h) **(applies if required by the RFP)Refusal of Task Authorizations:**  
Unless specified otherwise in the RFP, the Contractor is required to submit a response to every draft statement of task issued by Canada. Canada may immediately, and without further notice, terminate the Contract for default if the Contractor does not submit a response to a draft statement of task issued during the Contract Period.

### 7.3 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<http://sacc.pwgsc.gc.ca/sacc/index-e.jsp>) issued by Public Works and Government Services Canada.

(a) **General Conditions:**

2003 (2016-04-04), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

(b) **Supplemental General Conditions :**

The following Supplemental General Conditions:

- (i) 4008 (2008-12-12), Personal Information, apply to and form part of the Contract

### 7.4 Security Requirement

SECURITY REQUIREMENT FOR CANADIAN SUPPLIER: PWGSC FILE # 10052799



The contractor and/or its employees must EACH maintain a valid RELIABILITY STATUS, granted by Canada and approved by Shared Services Canada.

The contractor and/or its employees MUST NOT remove any PROTECTED and/or CLASSIFIED information or assets from the identified work site(s).

The contractor and/or its employees MUST NOT use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data.

Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of Shared Services Canada.

The contractor and its employees must comply with the provisions of the:  
Justice Canada – Security of Information Act (Latest Edition);  
Industrial Security Manual (Latest Edition).

## 7.5 Contract Period

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

- (i) The “**Initial Contract Period**”, which begins on the date the Contract is awarded and ends five (5) years later.

## 7.6 Authorities

### Contracting Authority

The Contracting Authority for the Contract is:

Julie Bampton  
Procurement & Vendor Relationships  
180 Kent Street  
Ottawa, Ontario , K1A 0P7  
Telephone: 613-790-5915  
Email: [julie.bampton@canada.ca](mailto:julie.bampton@canada.ca)

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

### Project Authority

The Project Authority for the Contract is:

Name:  
Title:  
Address:  
Phone:  
Email:

*To be provided at time of contract award*

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project

Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### Contractor's Representative

Name:  
Title:  
Address:  
Phone:  
Email:

*To be completed at time of contract award*

## 7.7 Payment

### (a) Basis of Payment

(i) **Professional Services provided with a Firm Price:** For professional services requested by Canada, Canada will pay the Contractor the firm price set out in the Contract (based on the firm price set out in Annex \_\_\_\_ of this contract), GST/HST extra

Estimated Cost: \$ \_\_\_\_\_

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

Maximum Estimated Cost: \$ \_\_\_\_\_

(iii) **Professional Services provided under a Task Authorization with a Firm Price:** For professional services requested by Canada, in accordance with an approved Task Authorization, Canada will pay the Contractor the firm price set out in the Task Authorization (based on the firm, all-inclusive per diem rates set out in Annex \_\_\_\_ of this contract), GST/HST extra

Estimated Cost: \$ \_\_\_\_\_

(iv) **Pre-Authorized Travel and Living Expenses:**

Canada will reimburse the Contractor for pre-authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle, and incidental expenses provided in Appendices B, C, and D of the Treasury Board Travel Directive, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". All travel must have the prior authorization of the Contracting/Technical/Project Authority. All payments are subject to government audit.

Estimated Cost: \$ \_\_\_\_\_

(v) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to

compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.

- (vi) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor refuses, or is unable, to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Policy (or equivalent) then in effect, which may include prohibiting the Contractor from bidding on future requirements that include any professional services, or rejecting the Contractor's other bids for professional services requirements on the basis that the Contractor's performance on this or other contracts is sufficiently poor to jeopardize the successful completion of other requirements.
- (vii) **Purpose of Estimates:** All estimated costs contained in the Contract are included solely for the administrative purposes of Canada and do not represent a commitment on the part of Canada to purchase services in these amounts. Any commitment to purchase specific amounts or values of services are described elsewhere in the Contract.

**(b) Limitation of Expenditure**

Canada's total liability to the Contractor under the Contract must not exceed \$ \_\_\_\_\_, and Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.

No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:

- a. when it is 75 percent committed, or
- b. four (4) months before the contract expiry date, or
- c. as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,

whichever comes first.

If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability

**(c) Method of Payment**

**c.1 Task Authorizations/Contract with a Maximum Price:** For each Contract or individual Task Authorization issued under the Contract that contains a maximum price:

- (i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.
- (ii) Once Canada has paid the maximum price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the Task Authorization/Contract, all of which is required to be performed for the maximum price. If the work described in the Task Authorization/Contract is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum price, Canada is only required to pay for the time spent performing the work related to that Task Authorization/Contract.

**c.2 Task Authorizations/Contract with a Firm Price - Lump Sum Payment on Completion:** Canada will pay the Contractor upon completion and delivery of all the Work associated with the Task Authorization/Contract in accordance with the payment provisions of the Contract if:

- (iii) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (iv) all such documents have been verified by Canada;
- (v) the Work delivered has been accepted by Canada.

**(d) Time Verification**

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

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

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

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

**7.8 Invoicing Instructions**

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision.
- (c) By submitting invoices (other than for any items subject to an advance payment), the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.

- (d) The Contractor must provide the original of each invoice to the Project Authority. On request, the Contractor must provide a copy of any invoices requested by the Contracting Authority.

## **7.9 Certifications**

Compliance with the certifications provided by the Contractor in its response to the RFP is a condition of the Contract and subject to verification by Canada during the entire Contract Period. If the Contractor does not comply with any certification or it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, under the default provision of the Contract, to terminate the Contract for default.

## **7.10 Applicable Laws**

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in the province of Ontario or as indicated in the Bidder's Supply Arrangement.

## **7.11 Priority of Documents**

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

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental general conditions;
- (c) General Conditions 2003 (2016-04-04);
- (d) Statement of Work;
- (e) Basis of Payment;
- (f) Security Requirements Check List;
- (g) Supply Arrangement EN537-05IT01/XXX/EI
- (h) the Contractor's bid dated \_\_\_\_\_ (insert date of bid at contract award).

## **7.12 Insurance Requirements**

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

## **7.13 Limitation of Liability - Information Management/Information Technology**

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

2. First Party Liability:

- (a) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
  - (i) any infringement of intellectual property rights to the extent the Contractor breaches the section of the general conditions entitled "Intellectual Property Infringement and Royalties";
  - (ii) physical injury, including death.
- (b) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
- (c) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
- (d) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (a) above.
- (e) The Contractor is also liable for any other direct damages to Canada caused by the Contractor in any way relating to the Contract, including:
  - (A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
  - (B) any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of 0.75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.
- (f) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

3. Third Party Claims:

- (a) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will

be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.

- (b) If Canada is required, as a result of joint and several liability, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite paragraph (a), with respect to special, indirect, and consequential damages of third parties covered by this section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- (c) The Parties are only liable to one another for damages to third parties to the extent described in this paragraph 3.

**7.14 Joint Venture Contractor** *(to be deleted at contract award if not applicable)*

- (a) The Contractor confirms that the name of the joint venture is \_\_\_\_\_ and that it is comprised of the following members: **[all the joint venture members named in the Contractor's original bid will be listed]**.
- (b) With respect to the relationship among the members of the joint venture Contractor, each member agrees, represents and warrants (as applicable) that:
  - (i) \_\_\_\_\_ has been appointed as the "representative member" of the joint venture Contractor and has fully authority to act as agent for each member regarding all matters relating to the Contract;
  - (ii) \_\_\_\_\_ by giving notice to the representative member, Canada will be considered to have given notice to all the members of the joint venture Contractor; and
  - (iii) \_\_\_\_\_ all payments made by Canada to the representative member will act as a release by all the members.
- (c) All the members agree that Canada may terminate the Contract in its discretion if there is a dispute among the members that, in Canada's opinion, affects the performance of the Work in any way.
- (d) All the members are jointly and severally or solidarily liable for the performance of the entire Contract.
- (e) The Contractor acknowledges that any change in the membership of the joint venture (i.e., a change in the number of members or the substitution of another legal entity for an existing member) constitutes an assignment and is subject to the assignment provisions of the General Conditions.
- (f) The Contractor acknowledges that all security and controlled goods requirements in the Contract, if any, apply to each member of the joint venture Contractor.

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

**7.15 Professional Services – General**

- (a) The Contractor must provide professional services on request as specified in this contract. Where in the Contract a specific individual is identified as required to perform the Work, the Contractor must make such person available to perform the work within 10 working days of the issuance of the Contract or the TA (whichever first contains instructions from Canada for that individual to report to the Work site). Where such a specific individual is unavailable to perform the Work, Canada may elect to either (i) exercise its rights or remedies under the Contract or at law (including terminating the Contract for default), or (ii) Canada may require the Contractor to propose the replacement of the specific individual in accordance with the Article titled, "Replacement of Specific Individuals" in the General Conditions 2035. This obligation applies despite any changes that Canada may have made to any hardware, software or any other aspect of the Client's operating environment.
- (b) If there must be a change in a resource performing work under the Contract (which must in any case comply with the requirements in the section of the General Conditions entitled "Replacement of Specific Individuals"), the Contractor must make the replacement available for work within 10 working days of the departure of the existing resource (or, if Canada has requested the replacement, within 15 working days of Canada's notice of the requirement for a replacement).
- (c) All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, and language proficiency) and must be competent to provide the required services by any delivery dates described in the Contract. The resource must be approved by Canada prior to the replacement at the Work site.
- (d) The Contractor must monitor its employees to ensure satisfactory performance and that progress of the Work is maintained to Canada's satisfaction. A Contractor representative will meet with the Project and/or Technical Authority on a regular basis (as specified by Canada) to discuss the performance of its resources and to resolve any issues at hand.
- (e) If the Contractor fails to meet any of its obligations under this Article, or fails to deliver any deliverable or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within 10 working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.

#### **7.16 Safeguarding Electronic Media**

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

#### **7.17 Representations and Warranties**

The Contractor made statements regarding its and its proposed resources experience and expertise in its bid that resulted in the award of the Contract. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will



have, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

#### **7.18 Access to Canada's Property and Facilities**

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

#### **7.19 Government Property**

- (i) Canada agrees to supply the Contractor with the items listed below (the "**Government Property**"). The section of the General Conditions entitled "Government Property" also applies to the use of the Government Property by the Contractor.

#### **7.2 Electronic Procurement & Payment Support**

- (a) SSC is working on an initiative that is expected to provide it with e-functionality from procurement through payment (the "**EPP system**"). SSC's suppliers will be required to interface with that functionality.
- (b) Because the functionality will not be ready at the time of contract award, if Canada wishes for the Contractor to interface with the EPP system during the Contract Period, Canada will issue a Request for Quotation regarding the work required for the Contractor to interface with the EPP system. The Contractor's Quotation Response will not be subject to a Service Delivery Interval. The Quotation Response must include, at a minimum:
  - 1. Per diem rates for any resources who would perform the work and the level of effort required; and
  - 2. Any costs for hardware or software that will be required, including development costs to be performed by third parties.
- (c) The Parties agree to work cooperatively to determine the work involved and a reasonable ceiling price for that work. If the Parties agree to proceed with that work, Canada will issue a Contract Amendment documenting the ceiling price associated with the work. The Contractor will be required to submit a Service Design for approval by Canada and the work associated with the development of any EPP system interfaces will be treated as a Service Project.
- (d) Canada will pay the Contractor, in arrears, up to the ceiling price established in the contract amendment, for actual time worked and any resulting deliverables in accordance with firm, all-inclusive per diem rates set out in the relevant contract amendment, with GST/HST extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday. When submitting its invoices, the Contractor must show the actual time worked by each resource, and/or the amount paid to any subcontractor. With respect to any expenses, the Contractor will be required to demonstrate the out-of-pocket amount spent and will be reimbursed without the addition of any overhead.

## **ANNEX A - STATEMENT OF WORK**

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## 2.0 Introduction

### 2.1 Situation Overview

Shared Services Canada (SSC) is responsible for the management of IT Infrastructure for its customer organizations and agencies. In addition to an aggressive transformation agenda that seeks to consolidate data center, network and end user services for 42 customer organizations, SSC currently delivers services to over 300,000 users across government. To ensure its services meet the requirements of customers, SSC is implementing a comprehensive service strategy that sets out how it will deliver enterprise IT infrastructure services, including roles and responsibilities and service targets. Central to this work is the launch of the SSC Service Management Program that is aimed at fundamentally transforming SSCs ITSM capabilities. The Program is focused on:

- 1) Delivering an enterprise ITSM technology solution
- 2) Accelerating the evolution of existing and development of new ITIL-based processes
- 3) Driving enterprise adoption of new tools and processes through a comprehensive organizational change management program

The "SSC ITSM Process Maturity Solution" will be a critical piece of this transformation to enhance the quality of service by implementing and adopting new and/or improved processes based on the Information Technology Infrastructure Library (ITIL). Through a phased approach, the goal is to stand up an effective service management function and implement mature ITSM processes to maximize efficiencies, simplify workflows, and enhance the quality of services delivered to its customer organizations.

With the complexity and potential challenges associated with delivering on this goal, SSC wishes to engage a highly experienced and knowledgeable professional services solution contractor to collaborate, plan, manage and deliver a fully integrated set of ITSM processes, backed by an organizational structure to support these processes, within SSC. This engagement will include taking into account and utilizing the SSC ITSM processes and organizational structure that exist today, improve on the current state, while still meeting and/or maintaining SSC requirements.

It is the responsibility of the "SSC ITSM Process Maturity Solution" contractor to ensure all ITSM processes designed can be configured and integrated with SSC's ITSM technology solution.

### 2.2 Background

SSC has embarked on a multi-year journey to fundamentally transform its capabilities, with Service Management being core components of the transformation.

SSC will provide the following documents to all bidders, by CD, to supplement the Statement of Work and to further demonstrate the work that has been done to date. Background materials include:

- SSC Current State Assessment and Key Findings
- SSC Process Maturity Assessment
- SSC Service Lead Role Deck
- SSC Roles Description [from Service Lead Role Deck]
- SSC Operation Model and Service Management Concept of Operations
- Services Inventory
- Functional Direction
- ITSM Roadmap Implementation Project - Communications and Stakeholder Engagement Approach
- Stakeholder Analysis Table
- SSC Organizational Change Capacity Profiles
- Service Management Framework

- Service Management 101 Presentation
- Service Management Process Development Dashboard
- Service Management Manual intranet page
- Process Definition Template
- Process Description Template
- SSC Technical Services Presentation
- Enterprise Business Intake Process Overview
- Service Catalogue Management Process Definition
- Service Catalogue Content Management Operational Processes
- Service Catalogue Functional Guide
- Service Catalogue Evolution
- Service Lifecycle Management Model
- Service Strategy Template
- Service Requirements Template
- Service Blueprint Template
- Service Catalogue Information Template
- Service Implementation Plan Template
- SSC Operations Service Management Manual – Service Asset Configuration Management
- Enterprise Command Desk CMDB Data Model
- Service Authorization New Governance
- Service Authorization Process Definition - Level One
- Service Authorization Process Description - Level Two
- Change Management Process Definition - Level One
- Change Management Process Description - Level Two
- Change Management Process Procedures - Level Three
- SSC Operations Service Management Manual – Release Deployment Management
- SSC Operations Service Management Manual – Problem Management
- Incident Management Process Definition – Level One
- Incident Management Process Description – Level Two
- Incident Management Process Procedures Guide – Level Three
- SSC Operations ITSM Enterprise Service Desk Function
- SSC Operations ITSM Request Fulfillment
- Event Management Process Definition

SSC will provide the following documents, to the successful professional services solution contractor, to leverage SSC and TBS compliance and framework information relevant to the completion of the contract and deliverables.

- SSC's Project Governance Framework (PGoF) information
- TBS ITGC Controls Framework

## 2.3 Objectives

The objectives of this SBIPS procurement are to select an experienced and knowledgeable contractor that will be responsible to lead and manage the “SSC ITSM Process Maturity Solution” as well as to provide a team of consulting resources that will execute the project plan within the Contract timelines and budget.

The “SSC ITSM Process Maturity Solution” contractor will be required to work collaboratively with SSC resources so that the processes and technology solution are sustainable, efficient to operate, and allow SSC and its customers to realize the benefits of new and/or improved ITSM processes. Benefits to include;

- Increased Customer Service through consistent interfaces across all customers for in-scope processes.
- Accurate data reporting with full visibility through use of standard set of enterprise management processes, and
- Increased Employee engagement through establishment of a SSC service management organizational and governance structure that proactively manages service delivery.

By the duration of this contract, SSC expects to have in place:

- A standard set of enterprise service management processes that will allow seamless integration with SSC’s ITSM technology solution, and
- An SSC Service Management organizational and governance structure capable of providing effective and efficient service management and service delivery operations.

The scope and process requirements that will be the responsibility of the successful professional services solution contractor are detailed in Section 3.

## 2.4 Meeting Requirements

### 2.4.1 Contract Kick-off Meeting

SSC will organize and conduct a Contract kick-off meeting to occur within 5 calendar days of Contract Award date.

The meeting is targeted at the executive management level, with full decision making authority, for both SSC and the Contractor. For SSC this will be at the Assistant Deputy Minister Level.

The Contract kick-off meeting will be held at a location designated by SSC within the National Capital Region.

At the Contract kick-off meeting, the following items will be covered

- Introduction of the SSC and Contractor project management teams;
- Review and confirmation of the Contractor’s strategy and approach to meeting the deliverables of the Contract
- Review and confirmation of Contractor’s activities as well as all assumptions and dependencies stated in the Contractor’s bid response; with respect to the draft Implementation Plan, Activity Plan, and Organizational Change Management Strategy including feedback of proposed dates, milestones and areas needing further development; and
- Review and confirmation of the governance and acceptance criteria that will be required in order to ensure project success;

### 2.4.2 Contract Review and Planning Meetings

SSC will organize and conduct a contract review and planning meeting on a quarterly basis. The Contractor must attend these meetings. The contract review and planning meeting will be held at a location designated by SSC within the National Capital Region.

The meeting is targeted at the senior management level, with full knowledge of the contract deliverables, for both SSC and the Contractor. For SSC this will be at the Director General Level.

At the contract review and planning meetings, the parties will review the following elements in relation to the Work:

- service management process activities completed in the preceding quarter;

- organizational change management activities completed in the preceding quarter;
- overall performance (meeting activity plan deliverables) from the preceding quarter;
- service management process or organizational change management issues from the preceding quarter;
- steps taken to forestall repetition of negative performance conditions/ issues from the preceding quarter;
- planned service management process and/or process improvement activities to be completed in the upcoming quarter;
- organizational change management activities to be completed in the upcoming quarter ; and
- risks, opportunities, and goals for the upcoming quarter.

### **2.4.3 Solution Activity Review Meetings**

The Contractor must organize and participate in regular solution activity review meetings, conducted weekly throughout the Contract Period.

The meeting is targeted at the project and operational management level, with knowledge of the day to day contract activities, for both SSC and the Contractor. For SSC this will be at the Director Level.

The meeting can be held either in person (at a location to be specified in the National Capital Region) or by teleconference hosted by the Contractor, depending on approval of the SSC ITSM Process Solution Authority.

The purpose of this meeting is to review the Contractor's progress in delivering on planned activities for the processes being designed and implemented. The Contractor must be prepared to discuss any/all of the following:

- Review the past weeks activities including any issues impeding future deliverables;
- Describe current or upcoming activities including any issues that may impede future deliverables;
- Discuss any changes to the processes being proposed; and
- Discuss any recommendations to the SSC Service Management organizational and governance structure.

The Contractor must participate in applicable SSC project governance meetings, as required.

### 3. SSC ITSM Process Maturity Solution Requirements

#### 3.1 Scope

##### 3.1.1 Solution Setup and Solution Closeout Scopes

The focus of the solution setup scope will be to establish a formal team structure, governance model, continual process improvement and benefits realization approach, and all essential documentation (ie implementation plan, activity plan, and organizational change management strategy/ plan) for the duration of the contract. Included in this scope is the budgeting, resourcing, scoping and planning of each release as well as the requirement for the Contractor to collaborate with SSC to ensure the appropriate governing activities are in place to enable implementation success (including project management, continual service improvement, benefits realization, and ongoing service management initiatives).

An initial requirement of the solution setup phase will be for the Contractor to document SSC's operational and business needs and key points of pain; leveraging SSC-provided materials that will be addressed through future process activities and deliverables. The level of work effort associated with this requirement is limited to the review of SSC materials provided and any follow on interviews/ requests for documentation that the Contractor chooses to pursue. It should be noted that current state assessments will be provided for the 4 priority core processes (see Table 1; release package A in section 3.1.2 below) with others to follow.

The Contractor will be required to implement the solution setup scope within 3 months of contract award, leveraging SSC support and governance structures as appropriate.

The focus of the solution closeout scope will be to ensure the successful transition/establishment of an ITSM process centre of expertise, fully operational and managed by SSC. Included in this scope are the contractor's completion and SSC's review/ validation of:

- the process improvement & benefits realization final report, and
- the closeout report

The Contractor will be provided 3 months, upon ITSM process scope completion for;

- the completion of all closeout documentation and activities,
- SSC's review/validation of the closeout documentation, and
- any subsequent activities/ modifications to this documentation that is required of the contractor.

##### 3.1.2 ITSM Processes Scope

The ITIL best practice framework for service management will be used to define and provide guidance for the service management processes to be transformed through the Contractor's "SSC ITSM Process Maturity Solution".

The Contractor will be required to design and implement ten (10) ITSM processes as per the Table 1 below. Included as part of the 10 processes will be updated processes for Incident Management, Request Fulfillment, Change Management and Service Asset and Configuration Management since these core processes are already in operation and/or development within SSC. The Contractor will be required to utilize existing process work wherever possible and demonstrate continual process improvement over the life of the contract.

Since all processes developed will be for the benefit of SSC and its customers, the customer touch points and interactions must be included as part of process design and implementation.

Table 1 below identifies to the Contractor the processes required and the priority set by SSC for delivery of each process.

Process Grouping	Lean Processes	Process Improvement	Mature Processes
------------------	----------------	---------------------	------------------



Release Package A (Core Processes)	Service Asset Configuration Management including CMDB design	6 Months	To be proposed by contractor	Within 30 Months
	Incident Management			
	Request Fulfillment			
	Change Management			
Release Package B	Service Catalogue Management including Service Catalogue design	9 Months	To be proposed by contractor	Within 30 Months
	Service Level Management			
	Event Management			
Release Package C	Knowledge Management	12 Months	To be proposed by contractor	Within 30 months
	Problem Management			
	Release and Deployment Management			
Optional Processes	Demand Management Capacity Management Financial Management Availability Management		Processes offered as options to the contract through a contract amendment	Processes offered as options to the contract through a contract amendment

Table1- ITSM Process Priority Release Schedule

\* Although the Service Asset and Configuration Management process includes the CMDB design and the Service Catalogue Management process includes Service Catalogue design (noted below), it is envisioned that releases/updates of the CMDB and the Service Catalogue will occur more frequently and often independent of process improvement.

The Contractor will be required to design, develop, document and deliver each ITSM process following an iterative, continual process improvement approach over the life of the contract.

A process release/ release package will not be considered complete until all processes included in the release are validated and accepted by SSC (documented with process integration points, partner integration points, IT general controls and mapped to organizational positions, tested, implemented and organizational change management (OCM) activities conducted), and in accordance with acceptance criteria described in Section 4.1.

The initial release/ release package for each of the 10 ITSM processes are to contain “lean” processes required to be production ready within 12 months of contract award, based on Table 1 – Process Priority Release Schedule above, and implemented using SSC’s ITSM technology solution. Lean processes are considered to contain basic functionality for processes that do not already exist or are limited today (release package B and release package C) and will include at a minimum the same or improved functionality for the four core processes identified (release package A). Process completion timeframes identified in Table 1 are based on having the SSC ITSM technology solution (reference section

**3.1.3 Technology Integration Scope**) in place within 3 months of the Contractor commencing process development work (process development initiation to be determined by SSC). Completion timeframes will be adjusted accordingly based on the number of months the SSC ITSM Technology Solution is potentially delayed. Completion timeframes can be adjusted (completed earlier) as long as they meet the allotted process priority/timeframes of the release schedule.

For subsequent years of the contract, the contractor will have the flexibility to determine the release strategy/schedule with respect to a release or a release package (ie the timing of each release and which processes are involved). The contractor will determine the release schedule for subsequent years subject to approval by SSC, with a minimum of at least one release, per process, per year.

The design and implementation of ITSM processes must also include:

- SSC Service Catalogue design as part of Service Catalogue Management process;

SSC has implemented an initial Service Catalogue for SSC and its customers (reference section 4.3 SSC’s Service Catalogue Initiative). The Contractor would be required to collaborate with the SSC Service Catalogue team to align with this initiative, taking into consideration the current Service Catalogue design and business requirements and as well as the Service Catalogue implementation requirements of the SSC ITSM technology solution (reference section 4.1 – SSC’s ITSM Technology Solution). In addition, the Service Catalogue design will have to be compliant with the Government of Canada’s Policy on Service. This design would include:

- A Service Portal to present a personalised online IT service catalogue portal to end-user business customers, to make it easier for them to order services, understand service-level expectations and know who to contact for exceptions and escalations.
  - A documented process for the creation of services in the Service Catalogue, including trigger points to ensure ease of use, completeness and flexibility of functions that enable catalogue administrators to create new services to be ordered by end users or update existing services. Supported by templates and libraries as appropriate.
  - Defined interfaces between the Service Catalogue and Request Fulfillment, that includes display of required request information and notifications to inform users of request status
  - Reporting requirements and templates for management reporting.
  - Recommended Service Catalogue Management roles and responsibilities according to best practices for similar organizations (in terms of size and mandate).
  - Defined criteria for services, including a hierarchy of services / service offerings, underpinning services and service relationship mapping.
  - Defined interfaces between the Service Catalogue and Configuration Management Database (CMDB), to enable the viewing of the service components (e.g. assets, systems, other services, etc.) in the CMDB that each service is dependent on.
- SSC CMDB data model CMDB design as part of the Service Asset Configuration Management process;
- SSC has implemented an initial Configuration Management Database (CMDB) for SSC and its customers (reference section 4.2 – SSC’s Enterprise CMDB Initiative). The Contractor would be required to collaborate with the SSC Service Asset Configuration Management team to align with this initiative, taking into consideration the current CMDB model and business requirements, as well as the CMDB implementation requirements of the SSC ITSM technology solution (reference section 4.1 – SSC’s ITSM Technology Solution). CMDB data model/ CMDB design would include the following:
- CMDB strategy identifying the end state design (breadth, depth, details); which CI’s to collect (including but not limited to infrastructure and business), the current gaps, and an approach for capturing the required data to achieve an optimally loaded and functional CMDB

- CMDB Roadmap identifying the implementation options and phases, timelines, and milestones.
- CMDB governance framework including policies, principles, concepts, standards, scope, criteria, and structure
- Controls to ensure that IT assets are recorded, managed and disposed of in accordance with SSC procedures and the [TBS ITGC Controls Framework](#) (information will be made available to the successful Contractor when required)
- Suggested Service Asset and Configuration Management roles and responsibilities according to best practices for similar organizations (in terms of size and mandate)
- Recommendations and technical requirements to align the SSC ITSM data model with the GC ITSM data model
- Required interfaces with other systems to manage the full lifecycle of assets (e.g. fixed asset systems and auto discovery)
- Reporting requirements and templates for management reporting including business and technology impact assessment reports, and
- Performance and measurement indicators on inventory and disposal management

The Contractor will be required to leverage SSC work done to date for future CMDB and Service Catalogue design (eg. review the current SSC Service Catalogue/CMDB designs and the current evolution plans including drivers and constraints).

To ensure that the processes are adopted and understood within SSC there is a heavy organizational management component to the contract as well as the requirement to ensure that at a minimum, each process meets a specified set of criteria by the end of the contract. The criteria to be met for each process is based on the International Standard for Service Management (ISO 20000) and referenced in (Section 6 – Process Maturity Final Evaluation Criteria).

The Contract will include a 3 month window, after the ITSM process scope completion (timelines above), for additional process improvement or organizational change management activities that SSC deems necessary.

SSC has identified four additional ITSM processes (Demand Management, Capacity Management, Availability Management and Financial Management) to have included as options to this contract. These options will be exercised at the sole discretion of SSC through a contract amendment issued by the Contract Authority.

### 3.1.3 Technology Integration Scope

Technology integration will involve activities in support of SSC's ITSM technology solution (reference section 4.1 SSC's ITSM Technology Solution).

The Contractor's "SSC ITSM Process Maturity Solution" must be appropriately designed and delivered to allow for technology implementation. SSC will be targeting a state of the art ITSM tool (e.g. tools recognized in Gartner's "Magic Quadrant for IT Service Support Management Tools"). SSC will determine the ITSM tool to be utilized as part of the ITSM technology solution at a later date.

The Contractor's "SSC ITSM Process Maturity Solution" must be designed to be configurable (without customization) based on the ITSM products noted above. For this requirement, configuration without customization, means the ITSM technical solution can be adjusted to SSC's requirements from the user interface, does not require any new programming code to be written, and is unaffected by new product releases.

In addition to developing the ITSM processes (reference 3.1.2 ITSM Processes Scope) for use with SSC's ITSM technology solution, the Contractor will be responsible for the following:

- Specify the foundational data elements (e.g., groups, roles, and departments) required to enable in-scope process automations, workflows and core system functionality
- Identify the availability of the foundational data that will be imported and/or integrated into the application, leveraging existing SSC data sources

- Specify performance data elements required to enable in scope process performance measurement and reporting
- Determine the appropriate foundational data sourcing approaches
- Define environment management approaches & roles (gating, ownership, access and activities)
- Define platform ownership role and identify the system administrator(s) to update the datasets used by the tool
- Define roles and group assignments (e.g. ITIL roles, reporting roles, approver roles)
- Define permissions and access in alignment with process & environment ownership to ensure segregation of duty

### 3.1.4 Organizational Change Management Scope

The scope of Organizational Change Management (OCM) involves activities and deliverables in support of managing the people side of change to drive faster adoption, higher ultimate utilization of ITSM processes and proficiency with changes that impact employees. It is anticipated that this project will affect approximately 4000 SSC employees, including SSC employees who are located and providing services within other departments. Some employees of other departments will also be affected, namely ITSM employees who are submitting, coordinating, monitoring, and reporting on service requests and tickets logged with SSC. While employees are concentrated in the National Capital Region, a significant number are located in locations across Canada.

As part of this contract, the Contractor will be required to develop an OCM Strategy and OCM Plan, using change management best practices and methodologies (e.g. Prosci) and covering key change management activities, including communications & stakeholder engagement, training and knowledge transfer, resistance management, coaching and any supporting activities to ensure organizational and people readiness and facilitate adoption of new processes.

Training will be based on a train-the-trainer structured approach to enable employees to work with ITSM processes implementation based on their role within the organization (e.g., process user or process approver). The training will include a technology component to the process-specific training as SSC employees, based on their role, will need to understand how the processes are mapped in the ITSM tool and how the technology is leveraged. Note that the SSC ITSM Technology Solution provider will provide ITSM tool administration/system training to the ITSM tool owner within SSC.

The SSC OCM team will provide support to the Contractor's OCM team by providing required information and knowledge (incl. stakeholder analysis, existing engagement vehicles and committees, internal resources and procedures), facilitating review and approval of OCM strategy, plan and deliverables, providing logistics and coordination support for the implementation of the OCM Plan.

### 3.1.5 Project Management Scope

The focus of the project management scope will be to apply project management discipline in accordance with industry standards as well as align to the SSC Project Governance Framework (PGoF) for the duration of the contract.

Contractor project management resources are required to provide oversight for all concurrent activities being performed, to coordinate dependencies and to ensure successful execution.

The SSC Project Management Authority will be responsible for tracking the overall progress of the "ITSM Process Maturity Solution" project deliverables.

The Contractor's Project Manager will be responsible and accountable for project delivery of the "ITSM Process Maturity Solution", as described in section 3.2.2.6, and will provide project deliverable updates to the SSC Project Management Authority utilizing the SSC PGoF standard.

## 3.2 SSC ITSM Process Maturity Solution Organization

### 3.2.1 SSC Resources

SSC intends to assign internal resources to the "SSC ITSM Process Maturity Solution" to support the Contractor in assessing current state, accessing subject matter experts within SSC, facilitate leveraging of existing initiatives and coordinating use of SSC facilities and support services, as required. The following table indicates the SSC resources that will be assigned, their respective roles, and their level of commitment.

Other SSC resources may be engaged as required as part of their normal operational roles. If additional roles are required, these roles should be identified in the response to this Statement of Work and will be considered in the Contract Kick-Off meeting.

Role	Responsibilities	Time Commitment
SSC ITSM Program Sponsor	Champions SSC ITSM program goals and provides guidance and direction to the program and its projects.	As required
SSC ITSM Roadmap Project Client	Overall delivery accountability for the SSC ITSM Roadmap Project. Provides a single point of contact for overseeing the business requirements of both the ITSM technology solution and the ITSM Process Maturity Solution contract.	Full-time
SSC ITSM Process Maturity Solution Authority	Overall delivery accountability for the SSC ITSM Process Maturity Solution. Provides a single point of contact for the Contractor.	Full-time
SSC ITSM Process Maturity Solution Lead	Supports the ITSM Process Maturity Solution Authority. Supports successive iterations of process implementations from a SSC perspective.	Full-time
SSC ITSM Process Owners	For each process, an owner that is accountable will be identified. This role is accountable for the new/updated process implementation and the realization of benefits. They are the first level validation/verification authority for process design deliverables prior to approval and are the subject matter expert on the current state of the process at SSC today	As required
SSC ITSM Process Coordinators	Supports the Process Owner. Provides organizational knowledge to the Contractor regarding current processes, data requirements, future change impacts, and facilitates decision-making on process evolution. The process coordinators review and comment on all process deliverables prior to sign-off by the Process Owner. The process coordinators are also responsible for developing their knowledge of the future processes and expected benefits.	Full-time
SSC Strategic Change Office	Enterprise-wide center of expertise for organizational change management support and advice in areas such as organizational change management methodology and tools, SSC people readiness, organizational culture and leadership.	As required
SSC ITSM OCM Manager	Accountable for establishing and managing the SSC ITSM Organizational Change Management (OCM) team for the ITSM Roadmap Implementation Project (ITSM Process Maturity and ITSM Technology Solution). The SSC OCM Manager and team will provide the Contractor with available organizational data and stakeholder analysis to support OCM planning at the onset of the contract. The SSC OCM Team will provide expertise to review and approve the Contractor's OCM strategy and plan. The SSC OCM Manager and team will also support the execution of the Change management activities required for	Full-time

	<p>successful transformation, as defined by the Contractor. This includes coordinating Service Management stakeholder forum activities and the distribution of project communications to be shared with the stakeholders and coordination of logistics for consultations and training.</p> <p>The OCM Manager is responsible for ensuring the timely completion of OCM-related deliverables under SSC responsibility.</p> <p>The OCM Manager will also liaise with the Strategic Change Office and Communications group.</p> <p>Post-implementation SSC will provide on-going advice, coaching, and guidance to project teams, program management, and program execution regarding resistance and change management best practices.</p>	
SSC ITSM OCM Specialist	<p>SSC will provide an Organizational Change Management Specialist, reporting to the SSC ITSM OCM Manager, and who will assist the Contractor by providing SSC organizational information and expertise to support the planning and design of the change management activities and deliverables.</p>	Full-time
SSC Communications Coordinator	<p>SSC will provide a Communications Coordinator to support the implementation/ coordination of communications aspects of the OCM Plan. This resource will provide knowledge and expertise of available SSC forums, governance committees, communications tools available to support the Contractor in implementing their plan. They will not write communiqués but will review communications plans and products and coordinate the approvals process above the SSC ITSM Process Maturity Solution Authority level.</p>	Full-time
SSC Training Logistics Coordinator	<p>The Training Logistics Coordinator will undertake at a minimum the following tasks and deliverables:</p> <ul style="list-style-type: none"> <li>• Preparation and/or coordination of invitations and registration material;</li> <li>• Ensuring venue bookings and training readiness;</li> <li>• Obtaining formal approvals for the training material that will be presented;</li> <li>• Coordinating and ensuring the translation of all training materials;</li> <li>• Verifying the training location and ensuring everything is set-up and functional before the training starts;</li> <li>• Attending the event and ensuring it occurs as planned and ensuring</li> </ul>	Full-time

	training is well run.	
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### 3.2.2 Contractor Resources

The Contractor's professional services team structure must consider the right mix of skills sets and roles to enable project delivery, promote accountability and deliver an effective solution for SSC. A critical success factor of this project will be ensuring resources are fully dedicated to the project including a long term commitment of the project executive/ management team.

The Contractor's key resources will form part of the evaluation criteria for this Statement of Work and will include the following role classifications and responsibilities based on the TBIPS – Requirement for Services:

Senior Project Manager

#### Stream 5: Project Management Services

##### P.5 Project Manager

- Accountabilities will include:
  - Accountable as the central point of contact to SSC for the Contractor's ITSM Process Maturity Solution including the Contractor's Implementation Plan, Activity Plan and Organizational Change Management Plan throughout the term of the contract.
  - Accountable for the successful delivery of the overall Contractor's requirements documented in section 3.2.3 Contractor Responsibilities and Deliverables.

In addition, responsibilities could include but are not limited to;

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

ITSM Transformation Lead

#### Stream 4: Business Services

##### B.7 Business Transformation Architect

- Accountabilities will include:
  - Manage the successful delivery of the Contractor's responsibilities documented in section 3.2.3.3 Service Management Process Development

In addition, responsibilities could include but are not limited to;

- Responsible for the planning and development of ITSM Process Maturity Solution; integrated process development, performance, integration and deployment.
- Responsible for the development of Concept of operations of in scope processes.
- Responsible for the establishment of Compliance and Audit mechanisms for process assessments.
- Lead the analysis and development of requirements design, process development, and process mapping.
- Lead Process Owners in Process Walkthroughs.
- Lead Process Owners on recommended Process Improvement opportunities
- Lead Process Owners on recommended Process Governance.
- Establish mechanisms for process improvement and perform a benefit realization exercise.
- Responsible for leading the definition of to-be processes with performance metrics and development of baseline performance for in scope processes.
- Participate in change impact analysis and change management activities.
- Participate in organizational realignment (job re-design organizational re-structuring).
- Coordinate development of training and coordination with other stakeholders.
- Create presentations and present to various stakeholders, and facilitate meetings and discussions.

Senior Organizational Change Management (OCM) Manager

#### Stream 5: Project Management Services

##### P.1 Change Management Consultant

- Accountabilities will include:
  - Manage the successful delivery of the Contractor's responsibilities documented in section 3.2.3.5 Organizational Change Management

In addition, responsibilities could include but are not limited to;

- Lead the planning, management and delivery of change to support ITSM process development and/or process maturation.
- Lead the planning, management and delivery of change using an OCM framework
- Define business strategy and processes in support of transformation and change management activities Identify and develop mitigation strategies / tactics for potential risks associated with transformation projects.
  - Analyze and develop business "critical success factors".
  - Participate in change impact analysis and change management activities.
  - Participate in organizational realignment (job re-design organizational re-structuring).
  - Coordinate development of training and coordination with other stakeholders.
  - Create presentations and present to various stakeholders, and facilitate meetings and discussions.

ITSM Systems Analyst

#### Stream 4: Business Services

##### B.6 Business Systems Analyst

- Responsibilities could include but are not limited to:
  - Leveraging SSC requirements documentation, develop and document a detailed statement of business, functional and technical requirements for the ITSM Process Maturity Solution.



- Perform business analyses of functional requirements to identify information, procedures, and decision flows for configuring the ITSM technology solution.
- Develop and document a detailed statement of technical specifications for the ITSM Technology Solution.
- Manage the requirements and technical specifications for the ITSM Technology Solution ensuring traceability.
- Define and document interfaces of manual to automated operations within the ITSM Technology Solution, and between the new and existing systems in customer organizations.
- Identify candidate business processes for re-design, prototype potential solutions, provide trade-off information and suggest a recommended course of action.
- Support and use the selected departmental methodologies.

#### ITSM Process Re-engineering Consultant

##### Stream 4: Business Services

##### B.5 Business Process Re-engineering Consultant

- Responsibilities could include but are not limited to:
  - Develop use cases for in scope processes based on the business requirements.
  - Review existing processes and organizational structure.
  - Analyze business and functional requirements to identify information, procedures and decision flows.
  - Identify candidate processes/procedures for re-design; prototype potential solutions, provide trade-off information and suggest a recommended course of action. Identify the modifications to the processes.
  - Develop gap analysis for in scope processes.
  - Develop Process readiness assessments for in scope processes.
  - Develop As-is and To-be processes in standardized formats, including customer integration points.
  - Conduct process walk through sessions with the Process Owners.
  - Provide expert advice in defining new requirements and opportunities for applying efficient and effective solutions.
  - Provide expert advice in developing and integrating process and information models between processes to eliminate information and process redundancies.
  - Identify and recommend new processes and organizational structures.
  - Provide expert advice on and/or assist in implementing new processes and organizational changes.

#### ITSM IM Architect

##### Stream 3: IM/IT Services

##### I.5 IM Architect

- Responsibilities could include but are not limited to:
  - Analyze existing capabilities and requirements for Service Catalogue Design
  - Analyze existing capabilities and requirements for Self-service portal design
  - Recommend areas for improved capability for integration with ITSM Technology solution.
  - Develop and document detailed information models based on the processes and associated information requirements.
  - Evaluate existing procedures and methods, identify and document items such as CMDB content, structure, and develop data dictionary.
  - Perform information modelling in support of To-be process implementation.
  - Provide advice in developing and integrating process and information models between business processes to eliminate information and process redundancies.

Training Specialist

Stream 4: Business Services

B.11 Instructor, IT

- Responsibilities could include but are not limited to:
  - Lead the development of IT courseware, evaluation tools and training plans
  - Lead the implementation of training plans
  - Assess the relevant characteristics of a target audience.
  - Conduct training courses (for trainers) .
  - Communicate effectively by visual, oral, and written form with individuals, small groups, and in front of large audiences.

Other Contractor resources may be engaged as required as part of their normal project support roles but will not be evaluated as part of the award of this contract.

### 3.2.3 Contractor Responsibilities and Deliverables

The following sub-sections detail the responsibilities of the Contractor. Where applicable, exclusions to clarify scope of responsibility are provided as well.

#### ***Responsibilities: Overall SSC ITSM Process Maturity Solution***

The following list details the Contractor's responsibilities that must be executed over the life of the contract:

- develop, at a minimum, the deliverables identified in Section 3.3;
- provide active performance monitoring on the quality and completeness of the deliverables;
- work collaboratively with existing government resources to improve the quality of the deliverables;
- provide SSC with all necessary documentation required to manage the day-to-day operations based on the new processes implemented;
- deliver all documentation deliverables using tool(s)/format(s) approved by SSC;
- utilize document templates provided by SSC, wherever possible, and particularly in accordance with SSC's Project Management Governance Framework; and
- conduct all required meetings on site in the National Capital Region or host meeting virtually (with SSC approval). Direct assistance from a single point of contact at SSC will be provided to assist in the organization of meetings, if required.

#### ***Responsibilities: Solution Setup and Closeout***

The following list details the Contractor's responsibilities (in collaboration with SSC) that must be executed during the first 90 days of the contract:

- confirm Contractor's understanding of SSC's ITSM Process Maturity Solution project as stated in the Contractor's bid response (eg objectives, deliverables, timelines, dependencies, etc.)
- review current SSC documentation and ensure that content and approach are leveraged to greatest extent possible
- ensure future contractor documentation aligns to SSC or GC policies and controls
- establish the solution project team structure;
  - setup the team structure
  - define roles and responsibilities (Contractor, SSC, third parties)
  - define the reporting structure, cadence, tools.
- establish the solution governance structure;

- confirm program steering committee (SSC to set up) and process stakeholders for in-scope processes
- confirm and engage governance bodies that may impact implementation
- establish compliance and audit function
- identify supporting tools, methods and standards to be utilized for implementation
- leveraging SSC resources (documents and employees), document SSC's most prominent business and operational needs as well as key points of pain to be addressed through process improvement activities, and in order of importance;
  - align SSCs business/ operational needs and key points of pain to the identified prioritized ITSM processes for process improvement
- leverage existing SSC Continual Service Improvement approach to establish the process improvement and benefits realization strategy;
  - define approach for process improvement and benefits realization for each in-scope process
  - establish critical success factors (CSFs) and key performance indicators (KPIs) for each in-scope process
  - ensure alignment and integration of the process improvement approach with SSC's Continual Service Improvement (CSI) register to record, prioritize and manage all identified outcomes and their benefits
  - provide expert advice in evolving SSC's process dashboard to provide an accurate and useful view on the operation and development activities related to each in-scope process
- document strategies and plans to be used as the basis for project initiation, project workload and project approval;
  - update the Implementation Plan, the Activity Plan and the OCM Strategy/ Plan that were initiated as part of the bidders RFP response

The following list details the Contractor's responsibilities (in collaboration with SSC) that must be executed during the final 90 days of the contract:

- complete final closeout documentation;
  - process improvement and benefits realization final report, and
  - closeout report
- provide clarification, upon request, for SSC review of closeout documentation
- modify documentation to reflect changes deemed necessary by SSC for validation/approval

#### ***Responsibilities: Service Management Process Development***

The following list details the Contractor's ITSM process development responsibilities that must be executed during the contract:

- validate and utilize existing work products, such as the SSC Current State Assessment and Key Findings document, the SSC Process Maturity Assessment document, and SSC existing process documentation
- work with SSC subject matter experts and utilize existing materials to determine current state of existing processes and initiatives (eg SSC's Enterprise CMDB Initiative and SSC's Service Catalogue Initiative in section 4.1)
- design and document the service management processes noted in section 3.1.2:
  - based on the ITIL framework and best practices,
  - leveraging SSC's current service management processes and initiatives,

- enabling automation through the SSC ITSM technology solution, and
- utilizing four levels of documentation (process, activities, procedures and work instructions)
- document conceptually how each service management process will function within SSC and in relation to customer environments
- perform a readiness assessment gap analysis for each of the service management processes against the ITSM tool's capabilities as well as a gap analysis of the operational procedures to ensure SSC service commitments and customer business needs are met
- create readiness assessment work packages for each in-scope service management process including; ownership and governance, business requirements, functional requirements, technical requirements, integration requirements, data requirements, and a process guide
- document an integrated deployment plan and checklist for each process transition to operational state and integrate with ITSM technology solution provider's cutover plan and checklist
- transfer ITIL and broader service management knowledge and skills to SSC resources; enabling SSC to stand up its own ITSM process management and support structure, and the capability to perform similar formal process assessments in the future, and
- work collaboratively with other teams; including the SSC ITSM Organizational Change Management team, the SSC Process Centre of Excellence, SSC Process Owners and the SSC ITSM Technology Solution Implementation team, to promote an integrated solution that is readily adopted and utilized by end users

#### ***Responsibilities: Process Improvement and Benefits Realization***

The following list details the Contractor's process improvement and benefits realization responsibilities that must be executed during the contract:

- leverage SSC's Process Governance to develop a strategy and approach for process improvement and benefits realization activities (completed as part of solution setup above);
- leverage information from the SSC's Process dashboards and interview with stakeholders to improve measurements and KPIs for each in-scope process;
- calculate performance results and perform qualitative and quantitative analysis for each in-scope process;
- develop a process improvement and benefits realization final report for each in-scope process based on the findings;
- detail key opportunities for improvement; and
- provide model and associated training to allow SSC to enable process improvement and assess benefits realization post-implementation

#### ***Responsibilities: Organizational Change Management***

The following list the responsibilities of the contractor OCM resources. The required services may include, but are not limited to the following:

OCM Assessment, Strategy, Planning and Reporting;

- leveraging SSC work to date, develop and update the OCM Strategy and OCM Plan (as described in section 3.3 for deliverables)
- conduct assessments and analyses to support development and updates to the OCM Strategy and OCM Plan, including as required stakeholder impact analysis

- ensure project team receives up to date scheduling of change management activities, deliverables, and their dependencies to be integrated with the SSC master project plan
- provide ongoing subject matter expert advice and support to the SSC OCM Team for the implementation of the OCM Plan during the contract
- analyze stakeholder feedback and performance of OCM activities and recommend corrective actions and/or amendments to the OCM Plan
- develop performance measures and indicators to monitor and measure strategy effectiveness

Communication and Stakeholder Engagement;

- prepare communications products including but not limited to: messages, fact sheets, backgrounders, questions and answers, talking points, articles, communiques, and web and social media content, as required
- prepare sponsor roadmap, including targeted engagement activities, and key messages by key stakeholder groups
- work with the SSC OCM team to obtain approvals and to ensure alignment and coordination for both internal and external communications. The SSC OCM Team will ensure communications are delivered to intended audience and provide the logistics to set up engagement activities
- as required, support project awareness and engagement sessions

Training;

- conduct training needs assessments and establish training goals
- identify roles and skills in the current and future states, including service management competencies
- assess the relevant characteristics of the target audiences, determining positions / roles that would need training, determining number of SSC trainers required to deliver training
- develop training strategies for roles / users of ITSM processes
- lead the development and implementation of training plans, working with the SSC OCM team to obtain approvals and supporting logistics.
- lead and develop courseware, evaluation tools, training curriculum, materials and job aids to support learning.
- deliver training, including delivery of train-the-trainer sessions, webinar sessions, and online training, with SSC OCM team support for coordination and logistics
- complete a full handover of the training packages for SSC trainers prior to closure of contract

The following table outlines the expected approach for delivery of training.

Target Audience for Training	NCR	Outside NCR	Vendor Materials to be provided
<b>EXTENSIVE TRAINING</b> SSC Trainers Service Desk)	Vendor to provide classroom training	Vendor to provide Webinar training	Trainer tool kit (electronic format)
<b>SIGNIFICANT TRAINING</b> Subject Matter Experts / Process Owners / Process Coordinators / Service Lines – Team Leads	SSC to provide classroom and / or Webinar training	SSC to provide Webinar training	Vendor training materials tailored to target audience
<b>TARGETED TRAINING</b> First Line Support: SSC Enterprise Service Desk / Enterprise Command Centre	SSC to provide classroom and / or Webinar training	SSC to provide Webinar training	Vendor training materials tailored to target audience
<b>TARGETED TRAINING</b>	SSC to provide classroom and / or	SSC to provide Webinar	Vendor training materials tailored to target

Service Support Resources	Webinar training	training	audience
<b>SELF-HELP TRAINING</b> End users (SSC and other Departments)	System-based or web-based how to	System-based or web-based how to	Vendor to develop user-friendly system-based or web-based how to material

- **First Line Support (FLS):** Resources working at the Enterprise Service Desk (ESD) and the Enterprise Command Centre (ECC). The ESD desk receives calls from Partner First Line Support (PFLS), vendors, SSC Operations whereas the ECC receives alerts from various monitoring tools. They are the SPOC for the reporting of all SSC service disruptions, such as: Notified directly by SSC Operations, Partners, Customers, and Contracted Vendor by phone or email and alerted via a monitoring device.
- **Service Support Resource (SSR):** A Service Support Resource (SSR) is an individual tasked with delivering disciplines that enable IT Services to be provided. Disciplines include one or more of the following: Incident Management, Request Fulfillment, IT Asset Management, Event Management, Problem Management, Configuration Management, Change Management or Release Management. This role provides various levels of technical resources, embedded within different service lines within SSC, and based on skill set, and is responsible for resolving incidents.

**Note:** The ITSM Process Maturity Contractor is not responsible for ITIL training or ITSM Managed Service (SaaS) tool system administration training.

Resistance management;

- identify and develop mitigation strategies/tactics for potential risks associated with the delivery of change (anticipated change resistance or pain points)
- conduct readiness assessments at different points in time leading to deployment/implementation of changes to processes
- track and report on readiness levels and adoption rates by stakeholder groups

Coaching;

- prepare toolkits and facilitate workshops to support managers and supervisors in leading change with their employees

**Responsibilities: Project Management**

The following list details the Contractor's project management responsibilities that must be executed during the project:

- develop and write project management documentation in accordance with SSC's Project Governance Framework (PGoF);
- develop and maintain the Implementation Plan;
- develop and maintain the Activity Plan, issues log and action register and provide project updated through regular status reports; plan, monitor, and control the activities and deliverables of the "SSC ITSM Process Maturity Solution" so that process requirements are reflected in the technology solution and project milestones are met;
- proactively identify project risks and develop mitigating actions/strategies;
- identify resource requirements and integrate new team members into the project;
- manage team members and set their priorities based on the Activity Plan;
- manage the performance of the Contractor's team members;
- monitor, evaluate, and report on the progress of the Contractor's project teams;
- manage issues and risks related to the contract work/activities in an integrated and coordinated manner escalating to the SSC ITSM Process Solution Authority based on defined escalation procedures;
- monitor, evaluate, and report on project performance (schedule, scope, quality, risks, and issues);

- review project work products/deliverables confirming they are complete and compliant with stated requirements, priorities, and strategies of the project;
- liaise/integrate with other SSC teams, including the SSC ITSM Organizational Change Management team, the SSC Process Centre of Excellence, SSC Process Owners and the SSC ITSM Technology Solution Implementation team;
- liaise with SSC's ITSM technology solution provider (reference section 4.1 SSC's ITSM Technology Solution) when necessary to coordinate the project activities; while keeping SSC management involved/aware;
- manage deliverable reviews and obtain written approval for final project deliverables;
- recommend corrective actions to address issues and complete approved corrective action plans;
- escalate project issues and risks, as well as quality and scope deviations, as per SSC's defined escalation procedures;
- organize weekly meetings/ briefings to SSC at operational and sponsor level;
- promote effective stakeholder involvement; and
- develop and promote a collaborative work environment for both SSC and the Contractor.

Project management responsibilities do not include the following;

- execute and/or manage activities related to SSC's ITSM technology solution; and
- manage SSC or customer organization project staff.

### 3.3 SSC ITSM Process Maturity Solution Deliverables

The following is a list of deliverables, at a minimum, that must be provided by the Contractor.

Doc#	Deliverable	Minimum Performance Standard
1	ITSM Process Maturity Solution Project Team Structure	The Contractor must establish the project team structure for developing and implementing the solution, in collaboration with SSC, and which will include; <ul style="list-style-type: none"> <li>• setting up the team/ team structure (including the following contractor central point of contact resources; senior project manager, senior organizational change management (OCM) manager, and senior process implementation lead,</li> <li>• defining the roles and responsibilities for all parties involved (Contractor, SSC and third parties) in accordance with responsibilities defined herein, and</li> <li>• defining the reporting structure, cadence, tools, etc.</li> </ul>
2	ITSM Process Maturity Solution Governance Structure	The Contractor must establish the governance structure for implementing the solution, in collaboration with SSC, and which will include; <ul style="list-style-type: none"> <li>• confirming the solution steering committee/ governance bodies, and process stakeholders for in-scope processes,</li> <li>• establishing the compliance and audit function leveraging existing SSC organization and governance,</li> <li>• establishing KPIs, metrics and performance measures, and</li> <li>• identifying supporting tools, methods and standards to be utilized for implementation</li> </ul>
3	SSC Operational and Business Needs Document	This deliverable serves to summarize SSC's operational and business needs as well as key points of pain that are to be addressed through process development, continual improvement and OCM activities. The outputs of these activities are to be documented in the Continual Process Improvement & Benefits Realization Final Report and Closeout Report
4	Implementation	This deliverable must create a common understanding of the SSC ITSM Process

	Plan	<p>Maturity Solution and its implementation for all parties involved. The Implementation Plan must include the following elements:</p> <ul style="list-style-type: none"> <li>• <u>Major Activities</u>: Description of the major activities for the implementation of the ITSM Process Maturity Solution;</li> <li>• <u>High-Level Schedule</u>: A high-level schedule identifying the dates and duration of each Major Activity identified in the Implementation Plan;</li> <li>• <u>Contractor Assumptions</u>: A detailed description of all material assumptions related to the execution of the Implementation Plan;</li> <li>• <u>Dependencies</u>: A detailed description of the information and activities required from SSC to complete the implementation of the ITSM Process Maturity Solution;</li> <li>• <u>Project team structure</u>: A description of the Contractor's project team structure;</li> <li>• <u>Scope Management</u>: The approach for managing scope, including the scope change and scope traceability processes;</li> <li>• <u>Schedule Management</u>: The approach for managing the schedule;</li> <li>• <u>Risk and Issue Management</u>: The approach for managing risks and issues;</li> <li>• <u>Quality Management</u>: The approach for managing quality;</li> <li>• <u>Impact Management</u>: A detailed analysis on the impact of any issues in order to minimize mitigate their impact to SSC; and</li> <li>• <u>Change Process Management</u>: The approach by which the Contractor will implement and track changes to the Implementation Plan.</li> </ul>
5	Activity Plan	<p>The Activity Plan must include the following items:</p> <ul style="list-style-type: none"> <li>• Description of all associated tasks for completing the full implementation;</li> <li>• Minimum Level 3 Work Breakdown Structure, which must:             <ul style="list-style-type: none"> <li>• Identify the phases, gates, deliverables and milestones of the Work as distinct tasks, where each task:                 <ul style="list-style-type: none"> <li>• has a start date, an end date, and a duration;</li> <li>• is assigned to a resource group; and</li> <li>• has the dependencies identified, such that the start and end date of the tasks are driven by the dependencies, duration and resources; and</li> </ul> </li> <li>• Identify each Contract deliverable as a milestone.</li> </ul> </li> </ul>
6	Project Management Documentation	<p>The Contractor must complete all SSC required project management documentation, in accordance with SSC's Project Governance Framework (PGoF). SSC required project management documentation includes:</p> <ol style="list-style-type: none"> <li>b. Activity Plan (in support of SSC's Project Management Plan)</li> <li>c. Communications Plan</li> <li>d. Concept of Operations (Con-Ops)</li> <li>e. Issues Log</li> <li>f. Action Register</li> </ol>



		<p>g. Status Reports</p> <p>h. Close-out Report</p> <p>i. Lessons Learned</p>
7	CMDB Data Model and Design Document	<p>For the enterprise CMDB, a recommended data model and design document is to be completed to enable ITSM processes, and that includes the following (at a minimum):</p> <ul style="list-style-type: none"> <li>• Definition of CI types, relationships and key attributes</li> <li>• CMDB categorization structure</li> <li>• Service dependencies,</li> <li>• CMDB Controls in line with the TBS ITGC Controls Framework, and</li> <li>• Required interfaces with other systems (eg auto-discovery tools)</li> </ul>
8	Service Catalogue Design Document	<p>For the enterprise Service Catalogue, a recommended design document is to be completed; that should include the structure of the Catalogue as well as support the services that SSC has documented in its current Catalogue. The design must comply with the requirements of the of Government of Canada's Common Services Policy. The design document should include the following nine critical capabilities:</p> <ul style="list-style-type: none"> <li>• Service Request Portal</li> <li>• Create and Manage Orderable Services</li> <li>• Service Fulfillment Workflow Automation</li> <li>• Service Fulfillment Reporting</li> <li>• Service-Level Expectations and Performance Norms</li> <li>• Service Demand Reporting</li> <li>• Cost of Service Requests</li> <li>• Integration with other Data Sources and Fulfillment Tools</li> <li>• Integration with Cloud Provisioning</li> </ul>
9	Concept of Operations (Con-Ops) for in-scope ITSM processes	<p>The Con-Ops is to be written at a conceptual level expressing the vision of how each process will function within SSC, inter-operate with other processes and integrate with customer operational environments, where appropriate. Content in the Con-Ops should be traceable through the development lifecycle; requirements, design, development, testing and implementation. The Con-Ops is to be a combined deliverable for all in-scope processes. It should also demonstrate how the to-be processes will meet the target maturity criteria and how they will achieve the objectives of the project.</p>
10	Process Design Documentation for each in-scope process	<p>For each process, a process design deliverable must be completed, in a format approved by SSC. This deliverable must document each process based on ITIL including; the process itself, its activities and procedures and all work instructions that explain how the procedures are performed using the ITSM technology solution. Each process design document must have four levels of documentation:</p> <ul style="list-style-type: none"> <li>• L1 – Process Definition: summary of process, scope, benefits and inputs/outputs and activities</li> <li>• L2 – Process Description: description of each activity with R&amp;Rs and activity flow diagram</li> <li>• L3 – Operational Procedures: details on procedures making up each activity</li> </ul>

		<p>with associated RACI</p> <ul style="list-style-type: none"> <li>L4 – Work Instructions: tool-specific instructions.</li> </ul> <p>Process documentation must also include the critical success factors (CSFs) and key performance indicators (KPIs) for the process, mapping performance data point to the right activity, and the degree of change required to sustain the process. Target processes must maximize the functionality within the ITSM technology solution and must align to all relevant GoC IT General Controls. The Process design documentation should include mapping of roles to organizational positions, definition of data elements and technical specifications for integrating with technology solution. Additionally, it should also include process improvement opportunities for in scope processes.</p>
11	Process Readiness Assessment for each in-scope process	For each in-scope process, a readiness assessment must be completed. This deliverable must document the gap analysis of the process against the selected ITSM tool's capabilities as well as a gap analysis of the operational procedures. It must also include the process work packages detailing the requirements for each process.
12	Process Work Packages	For each in-scope process, a work package must be completed that provides an overview of the process and how it will function/operate, including: <ul style="list-style-type: none"> <li>Ownership and Governance</li> <li>Business Requirements</li> <li>Functional Requirements</li> <li>Technical Requirements</li> <li>Integration Requirements</li> <li>Data Requirements, and a</li> <li>Process Guide</li> </ul>
13	Process Guides	This document is a condensed/ summary version of the process design documentation that must describe the service management process and procedures required to enable SSC resources to use the process and to manage, administer and provision support. It must also identify: <ul style="list-style-type: none"> <li>Customer Interaction – detailing the main interaction points with customers, and</li> <li>Scenario examples of key stakeholder interaction – detailing the interaction points between SSC teams</li> </ul>
14	Process walk-throughs	For each process, a simulated walk-through with stakeholders to confirm the target process, defined roles, and gather information for SSC on organizational change impacts must be completed, reviewed and amended if needed, before design documentation is approved.
15	Integrated Deployment Plan and Checklist	This deliverable includes the development of a process deployment plan and check-list to support the process change and transition to an operational state. As well, this plan and checklist must integrate the technology cutover plan and checklist developed by the SSC technology implementation team.
16	OCM Strategy and Plan	<p>The Contractor must leverage existing material to produce:  <i>Note: Training is part of OCM but is treated separately (see item 17 of the deliverables table).</i></p> <p>An Organizational Change Management (OCM) Strategy that outlines approach and consists of, at a minimum:</p> <ul style="list-style-type: none"> <li>Demonstration of understanding of proposed change characteristics, SSC</li> </ul>

		<p>organizational change capacity/readiness and stakeholders involved;</p> <ul style="list-style-type: none"> <li>• Desired outcomes/goals of the proposed approach as well as priorities and importance of proposed activities in alignment with analysis of environment and nature of change.</li> <li>• Approach for key activities and deliverables including sponsorship, stakeholder engagement, communications, resistance management, coaching, and sustainability.</li> <li>• OCM team including size, structure and roles (RACI incorporating SSC OCM resources)</li> <li>• Key risks/anticipated resistance points and planned tactics to address them</li> <li>• Performance measures and indicators to monitor and measure strategy effectiveness.</li> </ul> <p>An Organizational Change Management (OCM) Plan that provides the details to implement the OCM Strategy and consists of, at a minimum:</p> <ul style="list-style-type: none"> <li>• Communication Plan that outlines the communication requirements, including identification of target audience, purpose of communication, content of message, method, date, and preferred sender.</li> <li>• Stakeholder Engagement Plan that outlines the approaches to be used for proactive and ongoing stakeholder engagement as well as associated mechanism, resources and timelines required.</li> <li>• Resistance Management Plan to include at a minimum the identification of potential resistance points and tactics to address them. The Plan is to also include people readiness assessment, to be done by the Contractor, at key points during the project life-cycle.</li> <li>• Coaching Plan to demonstrate how managers and supervisors of impacted employees will be equipped and supported to lead and support change. The plan must also address sponsorship, knowledge transfer, and sustainability.</li> <li>• Activities, deliverables timeline and resources in alignment with project activity plan.</li> </ul>
17	Training	<p>The Contractor must produce the following:</p> <ul style="list-style-type: none"> <li>• Training Needs Assessment</li> </ul> <p>The training needs assessment is required to set the training objectives by identifying who needs training and what training is needed in order to meet organizational needs. At a minimum, the assessment must:</p> <ul style="list-style-type: none"> <li>• define the goals/objectives; key stakeholders;</li> <li>• identification of jobs and skills in the current and future state;</li> <li>• identification of skills or knowledge gaps that need to be addressed;</li> <li>• desired outcomes that will contribute to SSC Transformation project objectives;</li> </ul>

		<ul style="list-style-type: none"> <li>• stakeholder impact analysis and organizational readiness;</li> <li>• priorities and importance in alignment to service management culture and operations transformation readiness.</li> </ul> <ul style="list-style-type: none"> <li>• Training Strategy           <p>The Training Strategy must describe the target audiences, learning objectives, training resources, approaches in training design &amp; delivery, and curriculums required to address the gaps identified in the training needs assessment. The Training Strategy must also address how contractor will prepare and equip SSC staff to continue delivery of training upon completion of contract. The strategy must outline the knowledge transfer principles and approach for the transfer of service management process knowledge and continuous improvement skills to SSC resources.</p> </li> <li>• Training Plan           <p>The Training Plan is to outline target knowledge and skills to be obtained and provide a process to review and assess progress against those targets. Training Implementation</p> <p>The training deliverable must include the full curriculum package (classroom material, visual aids, handouts, job aids, etc.) for SSC trainers. SSC will require examinations to measure level of understanding for all training participants, as well as course evaluations. See section 3.2.3 for approach for delivery of training. The ITSM OCM Team will provide logistics support for training sessions (coordinate training venues, nominations of participants, communications to participants, etc.). The Contractor must provide unlimited online training access for all government users throughout the Contract Period and transfer materials to SSC at end of contract.</p> <p>Approvals: Prior to the delivery of a training course, the Contractor must provide SSC with the following information no less than 20 calendar days prior to the start of any training course for review, acceptance and translation (as required): a course syllabus; a course schedule; courseware and training materials for the applicable training course; and SSC must have at least 5 calendar days to approve or reject the documentation for the applicable training session.</p> <p>Translation and Reproduction: The training materials will be translated by the Government of Canada Translation Bureau at SSC expense and coordinated by ITSM OCM team. All materials will be made available in both French and English. Reproduction and distribution of training materials will be the responsibility of the Trainers in conjunction with resources supporting the logistics.</p> <p>Scope: SSC currently delivers services to over 300,000 users across government, with approximately 4000 IT staff within SSC that will be providing support using the new and/or improved ITSM processes of the ITSM Process Maturity Solution. Some employees of other departments will also be affected, namely ITSM employees who are submitting, coordinating, monitoring, and reporting on service requests and tickets logged with SSC.</p> <p>The Contractor must provide unlimited online training access for all government users throughout the Contract Period and transfer materials to SSC at end of contract.</p> </li> </ul>
18	Process Improvement and Benefits Realization Strategy and Final Report	<p>The strategy document is to identify the approach taken for continual process improvement and benefits realization for each in-scope process and is to include; process improvements detailed in existing CSI register, prioritize and manage all identified outcomes/benefits, process dashboards aligned to SSC's performance measurement framework, and a post-implementation plan to enable process improvement and benefits realization.</p>

		The final report serves to summarize the success of each in-scope process implementation based on the results of key performance indicator (KPI) qualitative and quantitative data analysis. This deliverable must be updated at the end of each iterative process implementation as well as for the final process implementation and identify any lessons learned and key opportunities for improvement.
19	SSC ITSM Program organizational and governance structure	By completion of the contract, the Contractor is responsible to provide an organizational model based on supporting the ITSM processes and practices that have been developed as part of the ITSM Process Maturity Solution and leverages the existing SSC organizational structure. This will include the organizational roles and responsibilities and a governance structure to support the ongoing operational delivery and support of the in-scope processes. Both interim and end state structures should be identified.
20	Work Completion Acceptance Form	This form is to be used to obtain written acceptance from the SSC ITSM Process Solution Authority for the completion of Contractor's deliverables.
21	Closeout Report	This deliverable must; document all completed tasks and lessons learned, list any outstanding activities or deliverables, confirm organizational structure and role of the SSC process centre of expertise to support continual process improvement and compliance management, release Solution resources, and communicate closure of the Solution implementations.

### Implementation Plan

As part of the bid that results in the award of this Contract, the Contractor must provide a draft Implementation Plan for evaluation. The Contractor acknowledges that the award of this Contract does not reflect SSC's approval of the draft Implementation Plan as presented in the bid.

No later than 30 calendar days after Contract Award, the Contractor must provide an updated version of its Implementation Plan that reflects changes in dates and areas noted for improvement during the kick-off meeting detailed in Section 2.7.1. The Contractor must provide an updated version of its Implementation Plan on a monthly basis for the term of the implementation.

The Implementation Plan and any updates to the Implementation Plan are subject to acceptance by SSC.

### Organizational Change Management (OCM) Strategy and Plan

As part of the bid that results in the award of this Contract, the Contractor must provide a draft Organizational Change Management (OCM) Strategy for evaluation. The Contractor acknowledges that the award of this Contract does not reflect SSC's approval of the draft Organizational Change Management Strategy as presented in the bid.

No later than 30 calendar days after Contract Award, the Contractor must provide an updated version of its OCM Strategy that reflects the information package provided upon contract award and changes noted for improvement during the kick-off meeting detailed in Section 2.7.1. No later than 30 calendar days after Contract Award, the Contractor must also provide an OCM Plan, in alignment with the updated OCM Strategy. The OCM Plan needs to be maintained and updated as required for the term of the contract.

The OCM Strategy and Plan and any updates to the OCM Strategy and Plan are subject to acceptance by SSC.

### Activity Plan

As part of the bid that results in the award of this Contract, the Contractor must provide a draft Activity Plan for evaluation. The Contractor acknowledges that the award of this Contract does not reflect SSC's approval of the draft Activity Plan as presented in the bid.

No later than 45 calendar days after Contract Award, the Contractor must provide an updated version of its Activity Plan that reflects changes in dates and areas noted for improvement during the kick-off meeting detailed in Section 2.7.1.

The Contractor must update the Activity Plan with all changes, delays, etc. on a bi-weekly basis and all updates are subject to acceptance by SSC.

## 4. Related Projects or Initiatives

### 4.1. SSC's ITSM Technology Solution

The SSC ITSM Roadmap Project includes both an ITSM technology solution as well as the "ITSM Process Maturity Solution". The requirements and proposed solutions, although tightly integrated and dependent, will form separate contracts.

SSC's ITSM technology solution will be a bilingual ITSM solution compliant with ITIL process definitions, which will include at a minimum:

- A Self-Service Portal for such services as viewing the SSC Service Catalog, reporting incidents, submitting service requests and requesting service level reports;
- A comprehensive Configuration Management Database (CMDB), used as the single central repository for all ITSM information;
- A comprehensive Service Catalog, capable of defining all SSC services, and integrated with all ITSM processes;
- Access controls at a department, organization, service, and user level;
- Integration to other SSC tools, such as monitoring tools/ auto-discovery solutions; and
- Standard and custom inquiry and reporting capabilities.

### 4.2. SSC's Enterprise CMDB Initiative

The SSC Service Asset & Configuration Management (SACM) team is currently working on enhancing its existing CMDB for SSC:

- The initial focus of SACM has been on populating and mapping Application to Server CI's and location, starting with 500 Critical Business Applications (CBAS).
- SACM continues to add layers of business & infrastructure CI's into SSC's centralized CMDB, leveraging existing trusted resources and performing Extract-Transform-Load (ETL), to gradually enhance its contents and improve maturity for the legacy environment.
- Legacy applications are being Workload migrated to the End-State datacentres and these are being populated in SSCs centralized CMDB as they are onboarded.
- SACM is also beginning to leverage autodiscovery functionality in two SSC datacentres for infrastructure relationship population and audit and verification purposes.
- As of February 2017, the CMDB currently includes approximately 80,000 configuration items.

Contractor access to the existing SSC CMDB and Service Management tool will be made available from SSC premises.

### 4.3. SSC's Service Catalogue Initiative

The Service Catalogue provides customers with a consolidated view of SSC's enterprise service offerings. The catalogue serves as a single-source online portal through provision of a central location for both procurement of and direct access to

information on SSC's IT products and services. As of February 2017, twenty-four services, grouped into seven service categories, are featured on the catalogue.

Each service has its information structured into a common set of topics including details such as service descriptions with features of the services, service level expectations and targets, and ordering instructions. Services are either fulfilled by the SSC Request Fulfillment Process team, utilizing the current ITSM tool and associated catalogue, or a variety of adhoc processes. Services that are not listed in the catalogue as well as project-related requirements can be accessed through SSCs centralized intake process.

SSC has initiated a Service Catalogue Evolution Plan, designed to enhance the service catalogue in alignment to Gartner's service catalogue nine critical capabilities listed below:

Service Request Portal	The tool is evaluated based on the ability to present an online IT service catalogue portal to end-user business customers to make it easier for them to order services, understand service-level expectations and know who to contact for exceptions and escalations.
Create and Manage Orderable Services	This is the ease of use, completeness and flexibility of functions that enable catalogue administrators to create new services to be ordered by end users or update existing services. Clients value simplicity over feature richness at this early stage in the market. Consideration is given to the availability of predefined templates and libraries provided with the product to assist with this task.
Service Fulfillment Workflow Automation	This refers to the functions that visually map, update and automate process workflow steps, input the expected time frames for completion of each step, issue alerts when milestones are not achieved and forecast when a task will not meet expectations. Consideration is given to the availability of predefined templates and libraries provided with the product to assist with this task.
Service Fulfillment Reporting	Business unit customers should be able to track their individual service requests, current status, on-time performance and expected completion time, including differentiated results for expedited requests. IT leaders need to trend and usage reports that track service fulfillment workflows, including whether milestones have been met and the time spend on each service request by the assigned IT individuals.
Service-Level Expectations and Performance Norms	The IT service catalogue tool should provide the ability to document performance norms and turnaround expectations for requested services, communicate them to end-user customers and provide "tips and tricks" to recommend behaviours that can affect short-term costs so that consumers understand the business consequences of their decisions (excessive mailbox storage, nonstandard end-user devices, etc.).
Service Demand Reporting	This comprises the trend and usage reports that track the volume of incoming demand for each offering in the IT service catalogue, with the ability to analyze that demand by user, business unit, geography and other ad hoc groupings.
Cost of Service Requests	This refers to the product's facility to document the service fulfillment costs (including capital expenditure (capex) hardware and software costs, and operating expenditure (opex) operations, labour and personnel costs), pricing models, and chargeback or cost-recovery approaches. This capability is applicable to the use case of the IT service catalogue user who needs cost transparency, as well as the use case of IT leaders who need to report on service costs and service profitability.
Integration with other Data Sources and Fulfillment Tools	The product is evaluated on its out-of-the-box integration capabilities to link server provisioning, software distribution, configuration management databases (CMDBs), service desks, asset repositories, purchasing/finance systems and other tools that are useful to enable service fulfillment workflow automation.

Integration with Cloud Provisioning	With the prevalence of cloud computing, the ability for an IT service catalogue to incorporate requests for cloud services is essential. The product is evaluated on how well it provides for automated integration with public or private CMPs, including the ability for end users to provision their own clouds through the IT service catalogue portal.
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Contractor access to the SSC Service Catalogue will be made available from SSC premises.

## 5.0 Acceptance Procedures for Contractor Work

### 5.1 Criteria for Acceptance

The acceptance criteria for the “SSC ITSM Process Maturity Solution” processes are as follows:

ITSM Processes	Acceptance Criteria to be Applied by SSC
ITSM Processes	a) Acceptance of the process (iterative or final) has been completed as per the Acceptance Procedure for Contractor Work (as per 5.2 and 5.3 below). b) SSC ITSM Process Maturity Solution Authority will require 10 Federal Government Working Days (FGWDs) to sign off the process as approved or not approved.

### 5.2 Process for Acceptance

The Contractor will be required to ensure that each Process is defined, documented and implemented, meeting SSC requirements, including organizational change management, training and communications activities. It will be the responsibility of SSC to ensure the process is consistently followed (balance quality versus acceptance) across the enterprise to achieve process maturity.

*\* If the ITSM technology solution is delayed, SSC will not require process implementation included as part of the acceptance criteria but the Contractor will have to remedy any deficiencies limiting process effectiveness once the ITSM technology solution is in place.*

The Contractor's Work is only considered to be complete after it has received the SSC ITSM Process Maturity Solution Authority's formal written acceptance. SSC approval required will not be reasonably withheld.

The Contractor must submit all deliverables, as noted in section 3.3, to SSC for review and acceptance.

- Upon receipt of each deliverable requiring SSC's review and acceptance, the SSC ITSM Process Maturity Solution Authority will provide a written response to the Contractor within 10 FGWDs. The SSC ITSM Process Maturity Solution Authority's written response will either provide acceptance of the Work or will describe any deficiencies that the Contractor must correct in order to obtain SSC acceptance.
- The SSC ITSM Process Maturity Solution Authority may request meetings with the Contractor during its review period, and the Contractor may request meetings with SSC ITSM Process Maturity Solution Authority following receipt of the SSC notice of any deficiencies. The SSC ITSM Process Maturity Solution Authority or designated representative will meet with the Contractor within 2 FGWDs of the Contractor's request.
- The Contractor must include time for this review and acceptance process within the Work delivery timeframe requirements specified in the Contract. For example, if the Contractor is required to provide the initial release of the Incident Management process within 6 months of Contract award, the Contractor must factor the SSC review of that deliverable, and any subsequent meetings that might be required if there are deficiencies, within that schedule.
- SSC is not required to provide additional time to the Contractor if the SSC ITSM Process Maturity Solution Authority determines that the Contractor's Work is deficient and does not provide its acceptance. However, if SSC does not provide a written response within 10 FGWDs for all ITIL process, activity and documentation



deliverables, or the SSC ITSM Process Maturity Solution Authority or designated representative is unable to meet with the Contractor within 2 FGWDs of a request to review a deliverable, the Contractor's required delivery timeframe specified in the Contract will automatically be extended by the same number of FGWDs that SSC delayed its response beyond the 10 FGWDs, or delayed meeting with the Contractor beyond 2 the FGWDs.

Additionally, for process implementation deliverables;

- SSC will conduct use cases and testing to validate the process.
- SSC will conduct periodic checks as required over the contract duration.
- For any deficiencies that SSC finds as a result of the use cases or periodic checks, the Contractor will be required to remedy the deficiency immediately or within a subsequent process release (at SSC's discretion).

### 5.3 Work Completion Acceptance Form

The Contractor must develop an acceptance form to be used to obtain written acceptance from the SSC ITSM Process Maturity Solution Authority for the Contractor's deliverables. Acceptance is required for each iterative process release deliverable up to and including final process implementation and closeout activities.. The acceptance form must at a minimum include the following:

- description of the project deliverable;
- required completion date for the deliverable (according to the Contract);
- date the deliverable is submitted to the SSC ITSM Process Maturity Solution Authority for review and acceptance;
- fields for the name, date and signature of the Contractor's Senior Project Manager that has reviewed and endorses the quality and completeness of the Work being submitted for acceptance;
- check-boxes for the SSC ITSM Process Maturity Solution Authority to indicate Acceptance or Rejection of the Work being submitted for acceptance;
- field for the SSC ITSM Process Maturity Solution Authority to enter the reason for rejecting the Work being submitted for acceptance;
- fields for the name, date and signature of the SSC ITSM Process Maturity Solution Authority;
- date that the SSC ITSM Process Maturity Solution Authority responds with acceptance or rejection of the Work being submitted for acceptance;
- date that the SSC ITSM Process Maturity Solution Authority or designated representative meets with the Contractor (at the Contractor's request) to review the Work being submitted for acceptance; and
- the number of FGWDs that the delivery timeframe for the Work being submitted for acceptance is extended due to SSC's delay (beyond 10 FGWDs for ITIL process, activity and documentation deliverables) in its review, or delay (beyond 2 FGWDs) in meeting with the Contractor to discuss concerns about a deliverable.

## 6.0 Process Maturity Final Evaluation Criteria

### All Processes

- Roles, authorities and responsibilities of personnel involved in process activities are clearly defined and assigned.
- Necessary skills and competences for personnel involve in process activities has been determined and training needs assessment, training strategy and plan developed. Training curriculum, materials and job aids to support transition to new processes is also developed. Train-the-trainer sessions have been delivered and SSC trainers are prepared to deliver training. Feedback received from training sessions delivered is satisfactory.
- Responsibilities and authorities for process improvement identification, assessment, management, monitoring and review are defined.
- There is an agreed description of each process performance report including its purpose, audience, frequency and details of the data source. Process performance reports are produced to meet identified reporting requirements and SSC's information requirements to support decision-making.
- The process maturity solution is appropriately designed and delivered to allow technology implementation.

### Service Asset Configuration Management

- Process documentation is complete, the process has been successfully put into practice and there is documented evidence and sampling of the following:
  - CIs are chosen using established selection criteria, grouped, classified and identified in such a way that they are manageable and traceable throughout their lifecycle
  - CMDB design, including CI definition, relationships, service dependencies, and key attributes enables other processes to access valuable information, to support as a minimum the following:
    - Assessing the impact and cause of incidents and problems on service delivery
    - Assessing the impact of proposed change
    - Planning and designing new or changed services
    - Planning technology refresh and software upgrades
    - Planning and deploying releases
  - Information to be recorded for each CI is defined and includes the documentation and relationships necessary for effective control
  - Identification, recording, controlling and tracking the status of CIs
  - Integrity of configuration information, including relationships is maintained with an appropriate level of integrity and security
  - CIs are added, modified, replaced without appropriate controlling documentation (e.g. an approved request for change)
  - Discrepancies between actual and expected configuration information are identified and resolved in coordination with Change Management
  - Removal, archiving, disposal or transfer of CIs is in accordance with statutory and regulatory requirements and contractual obligations
  - Authorities and responsibilities for planning and conducting audits, reporting results and maintaining audit records are defined and assigned
  - Configuration information is accurate, controlled and visible to approved personnel
  - Interface to the Change Management process
  - Interface to the Incident Management process
  - Interface to the Request Fulfillment process
  - Interface to the Problem Management process
  - Interface to the Service Catalogue process
  - Interface to the Release and Deployment Management process
- Management information requirements for SACM reporting are clearly defined and documented. Critical Success Factors (CSFs) and Key Performance Indicators (KPIs) are established and being monitored so that achievement of planned results can be reported.

### Incident Management

- Process documentation is complete, the process has been successfully put into practice and there is documented evidence and sampling of the following:

- Standardized means to report incidents
- Consistent recording and updating of incident records
- Prioritization and categorization of incidents is based on agreed and documented service targets
- Classification of incidents, which includes determining which Services/CIs are impacted
- Relevant IT General Controls (ITGC) and security controls are in place to enable the types and impacts of security incidents to be quantified and reported
- Incident communication and escalation, both within agreed service hours and outside those hours
- Verification of incident resolution and service recovery
- Incident record update and closure
- Procedures are documented and used to manage major incidents
- Interface to the Event Management process
- Interface to the SACM process
- Interface to the Problem Management process
- Interface to Knowledge Management process
- Interface to the Service Level Management process for incident related service targets
- Interface to the Change Management process when a request for change is required to resolve an incident or for information regarding impending changes
- Interface to SSC Partner Incident Management processes, where applicable
- Use of appropriate information sources e.g. CMDB, knowledge base, service catalogue, other relevant documents and records
- Incident models (use cases) are defined for 'standard' type incidents to assist in restoring service as quickly as possible and provide requirements for tool workflow automation
- Management information requirements for incident reporting are clearly defined and documented. Critical Success Factors (CSFs) and Key Performance Indicators (KPIs) are established and being monitored so that achievement of planned results can be reported.

#### **Request Fulfillment**

- Process documentation is complete, the process has been successfully put into practice and there is documented evidence and sampling of the following:
  - Standardized means for submitting service requests
  - Distinction between what is an incident, what is a service request and what is a change request
  - Consistent recording and updating of service request records
  - Prioritization and categorization of service requests based on agreed and documented service targets
  - Classification of service requests, which includes determining which Services/CIs are impacted
  - Relevant ITGC and security controls are defined and incorporated within procedures, where applicable to ensure they are adhered to when fulfilling specific types of requests (e.g. granting access)
  - Escalation as appropriate to ensure fulfillment of each service request in accordance with agreed service levels
  - Verification of service request fulfillment
  - Service request record update and closure
  - Interface to the Service Catalogue Management process
  - Interface to the SACM process
  - Interface to the Service Level Management process for service request related service targets
  - Interface to the Change Management process when a request for change is needed to fulfill service requests
  - Interface to financial costing information or approvals, where applicable
  - Interface to SSC Partner Request Fulfillment processes, where applicable
  - Use of appropriate information sources e.g. CMDB, knowledge base, service catalogue, other relevant documents and records
- Service request models (use cases) are defined for all service request types. The models identify the steps, roles involved, and timescales for the fulfillment of a specific service request types which in turn provides the necessary requirements for ITSM tool workflow automation
- Management information requirements for request fulfillment reporting are clearly defined and documented. Critical Success Factors (CSFs) and Key Performance Indicators (KPIs) are established and being monitored so that achievement of planned results can be reported.

#### **Change Management**

- The scope of Services/CIs that are under the control of Change Management is well defined, including what constitutes the need for a Change Request in SSC
- Process documentation is complete, the process has been successfully put into practice and there is documented evidence and sampling of the following:
  - Standardized means for submitting change requests
  - Changes have a clearly defined and documented scope that identifies the impacted Service(s)/CIs
  - Criteria established to determine the impact of a change on services and/or the customer
  - Requests for change are assessed and approved at an appropriate level of authority, taking into account the risk, priorities, potential impacts to services or the customer, the service requirements, business benefits, technical feasibility and financial impact
  - Requests for change are assessed to identify security risks and for impact on existing ITGC and security controls
  - Structure and composition of advisory boards, e.g. the change advisory board (CAB) and the emergency CAB (ECAB) supports business and process objectives
  - A schedule of change containing details of approved changes and their proposed implementation dates is agreed and communicated to relevant interested parties
  - The schedule of change is used as a basis for release planning
  - Activities to reverse or remedy an unsuccessful change are planned and tested. If a change is reversed/remedied the reasons for the unsuccessful change are documented and investigated
  - Changes are reviewed for effectiveness and any corrective action taken as agreed by the customer and SSC
  - Configuration information is updated following successful change implementations
  - Recorded requests for change are analyzed at planned intervals to identify increasing levels of changes, frequently recurring types, emerging trends and other relevant information to identify areas for improvement of nonconformity
  - Procedures are documented and used to control the assessment, approval, implementation and review of emergency changes
  - Interface to the SACM process
  - Interface to the Incident Management process
  - Interface to the Request Fulfillment process
  - Interface to the Problem Management process
  - Interface to the Release and Deployment Management process
  - Interface to Service Level Management for change related service targets
  - Interface to SSC Partner Change Management processes
  - Interface to Project Management
  - Interface to financial costing information and approvals where applicable
  - Use of appropriate information sources e.g. CMDB, knowledge base, service catalogue, other relevant documents and records
- Change models (use cases) are defined for specific change request types. The models identify steps and roles involved in completing the request along with any relevant ITGC and security controls that must be adhered to. The models provide the necessary requirements for ITSM tool workflow automation
- Management information requirements for incident reporting are clearly defined and documented. Critical Success Factors (CSFs) and Key Performance Indicators (KPIs) are established and being monitored so that achievement of planned results can be reported.

#### **Service Catalogue Management**

- Process documentation is complete, the process has been successfully put into practice and there is documented evidence and sampling of the following:
  - Services are defined using established criteria and dependencies between services are identified
  - Services definitions and descriptions are documented for each service provided, including scope of the service, pricing, chargeback or cost-recovery approaches, service-level expectations and the terms and conditions for service provisioning
  - The structure and presentation of the service catalogue support the uses to which it will be put, taking into consideration the different needs of different users
  - Procedures are defined and in use to ensure the service catalogue is accurate and reflects the current details, status, dependencies of all services being offered
  - The service catalogue is available to those approved to access it in a manner that supports their effective and efficient use of service catalogue information

- Interface to the SACM process
- Interface to the Request Fulfillment process
- Interface to the Incident Management process
- Interface to the Change Management process
- Interface to the Service Level Management process
- Interface to financial costing information
- Interface to SSC's Service Portfolio Management and Service Authorization processes
- Management information requirements for service catalogue reporting are clearly defined and documented. Critical Success Factors (CSFs) and Key Performance Indicators (KPIs) are established and being monitored so that achievement of planned results can be reported.

#### **Service Level Management**

- Process documentation is complete, the process has been successfully put into practice and there is documented evidence and sampling of the following:
  - Service requirements are defined along with expected workload characteristics including volumes and periodic changes in workload
  - Services level expectations, targets are defined and agreed for the services offered, taking into consideration both customer and SSC needs
  - Service performance is reviewed with the customer at planned intervals to confirm reported performance and customer satisfaction
  - Service levels against targets are monitored, including performance and trend information at regular planned intervals. Results are recorded and reviewed to identify nonconformities and opportunities for improvement to be recorded in the Continual Service Improvement (CSI) register
  - Interface to the Incident Management process
  - Interface to the Request Fulfillment process
  - Interface to the Change Management process
  - Interface to the Service Catalogue Management process
  - Interface to SSC's Service Authorization process and Service Review approach
  - Interface to SSC's Continual Service Improvement approach
- Management information requirements for service level management reporting are clearly defined and documented. Critical Success Factors (CSFs) and Key Performance Indicators (KPIs) are established and being monitored so that achievement of planned results can be reported.

#### **Event Management**

- Process documentation is complete, the process has been successfully put into practice and there is documented evidence and sampling of the following:
  - Definition of event types and significance of each is documented and agreed
  - Event monitoring requirements, including targets and mechanisms for monitoring are defined including:
    - What needs to be monitored?
    - What type of monitoring is required (e.g. active or passive; performance or output)?
    - Does the CI already have event generation mechanisms as a standard feature and, if so, which of these will be used? Are they sufficient or does the CI need to be customized to include additional mechanisms or information?
    - When does an event need to be generated and how?
    - What type of information needs to be communicated in the event?
    - Who are the messages intended for?
    - Who will be responsible for recognizing, communicating, escalating and taking action on events?
  - Procedures for the detection, logging, filtering, response selection, action review and event closure are defined and in use
  - Interface to the Incident Management process
- Management information requirements for event management reporting are clearly defined and documented. Critical Success Factors (CSFs) and Key Performance Indicators (KPIs) are established and being monitored so that achievement of planned results can be reported.

#### **Knowledge Management**

- Process documentation is complete, the process has been successfully put into practice and there is documented evidence and sampling of the following:
  - Knowledge base designed and maintained to support incident management, problem management, request fulfillment, change management and user self-help
  - Procedures are developed and in use for the creation/capture, review, approval, maintenance, control and disposal of knowledge and information.
  - Content is managed in a way that makes it easy to capture, query, find, and re-use knowledge
  - Authority and responsibility for all knowledge items is established
  - Rights, obligations and commitments regarding the retention of, transmission of and access to knowledge items is defined and publicized (based on applicable requirements and protecting security, integrity and consistency)
  - Mechanisms to capture, store and retrieve the identified knowledge from the relevant sources are defined and in use
  - Evaluation of the usefulness of the data and information – identified by relevance of reports produced
  - Interface to the Incident Management process
  - Interface to the Problem Management process
  - Interface to the Request Fulfillment process
  - Interface to the Change Management process
- Management information requirements for knowledge management reporting are clearly defined and documented. Critical Success Factors (CSFs) and Key Performance Indicators (KPIs) are established and being monitored so that achievement of planned results can be reported.

#### **Problem Management**

- Process documentation is complete, the process has been successfully put into practice and there is documented evidence and sampling of the following:
  - Standardized means to report problems
  - Criteria established to define what constitutes the need to record a problem and investigate its root cause
  - Consistent recording, prioritization, categorization and updating of problem records
  - Classification of problems, which includes relating the problem to existing incidents and impacted Services/CIs
  - Problem communication and escalation, both within agreed service hours and outside those hours
  - Changes required in order to remove the underlying cause of problems are raised as a request for change and managed through the Change Management process
  - The effectiveness of problem resolution is monitored, reviewed and reported
  - Problem record update and closure
  - Up-to-date information on known errors, corrected problems and approved workarounds are documented and communicated by Problem Management to Knowledge Management and made available to Incident Management and Request Fulfillment
  - Interface to the Incident Management process
  - Interface to the SACM process
  - Interface to the Change Management process
  - Interface to Knowledge Management process
  - Interface to SSC Partner Problem Management processes, where applicable
  - Use of appropriate information sources e.g. CMDB, incident data, knowledge base, service catalogue, other relevant documents and records
- Management information requirements for problem reporting are clearly defined and documented. Critical Success Factors (CSFs) and Key Performance Indicators (KPIs) are established and being monitored so that achievement of planned results can be reported.

#### **Release and Deployment Management**

- Process documentation is complete, the process has been successfully put into practice and there is documented evidence and sampling of the following:
  - Release policy, where applicable, is established between SSC, customers and other interested parties to help specify roles and responsibilities, the frequency of releases and approach for each type of release

- Release planning is coordinated with the Change Management process and includes references to the related request for changes, known errors and problems that are being addressed through the release
- Procedures are documented and used for release building, testing, release distribution, release installation, verification and if necessary reversal or remediation of the release
- Deployment of new or changes services/CIs is planned with input from customers and other interested parties
- Plans for release communication activities provide the required information to staff within the SSC Partner organizations, staff within SSC and any relevant suppliers
- Emergency releases are managed according to a documented procedure that interfaces to the emergency change procedure
- Releases are built and tested in a controlled acceptance test environment prior to deployment
- Acceptance criteria for a release is agreed with customer and interested parties and the release is verified against the acceptance criteria and approved before deployment
- Information about release failures, successes and future release dates is passed to the Incident Management process
- Interface to the Change Management process
- Interface to the SACM process
- Interface to the Incident Management process
- Interface to the Problem Management process
- Interface to SSC Partner Release and Deployment Management processes
- Interface to Project Management
- Use of appropriate information sources e.g. CMDB, knowledge base, service catalogue, other relevant documents and records
- Management information requirements for release and deployment reporting are clearly defined and documented. Critical Success Factors (CSFs) and Key Performance Indicators (KPIs) are established and being monitored so that achievement of planned results can be reported.

*\*Note: Acceptance criteria for optional ITSM processes to be provided if option is exercised.*

## ANNEX B

The Contractor will be paid the following firm all-inclusive price for work performed under this Contract, in accordance with Annex "A", during the Contract period. Goods and Services Tax (GST) or Harmonized Sales Tax (HST) is extra.

	<b>Firm Deliverable</b>	<b>Firm Price Per Deliverable</b>
1	Implementation Plan	<to be completed by the Bidder>
2	Organizational Change Management Strategy	<to be completed by the Bidder>
3	Project Management Function – Activity Plan	<to be completed by the Bidder>
4	CMDB Strategy	<to be completed by the Bidder>
	Total Cost	\$

### PROFESSIONAL SERVICES

The Contractor will be paid the following firm all-inclusive per diem rates for work performed under this Contract, in accordance with Annex "A", during the Contract period. Goods and Services Tax (GST) or Harmonized Sales Tax (HST) extra.

Contract Period – Contract Award – 5 years later

	<b>Resource Category</b>	<b>Sub Title</b>	<b>Firm Per Diem Rate</b>
P.5	Project Manager	Project Manager	<to be completed by the Bidder>
B.7	Business Transformation Architect	ITSM Transformation Lead	<to be completed by the Bidder>
P.1	Change Management Consultant	Senior OCM Manager	<to be completed by the Bidder>
B.6	Business Systems Analyst	ITSM Systems Analyst	<to be completed by the Bidder>
B.5	Business Process Re-Engineering Consultant	ITSM Process Re=Engineering	<to be completed by the Bidder>
I.5	IM Architect	ITSM IM Architect	<to be completed by the Bidder>
B.11	Instructor IT	Training Specialist	<to be completed by the Bidder>



## ANNEX C

### Technical Evaluation

#### a) **Mandatory Criteria:**

**Security Clearance:** The Bidder will be evaluated with respect to the mandatory security clearance requirements. These requirements apply at the time of contract award. If SSC is ready to award the contract, but has not yet received these documents from the Bidder, SSC will provide the Bidder with 5 working days to submit the outstanding documents. After that time, whether or not to delay the award is entirely within the discretion of SSC.

**Key Resource Qualifications:** The Bidder will be evaluated with respect to the mandatory key resource qualification requirements (experience and certification). These requirements apply at the time of contract award and are to be demonstrated in the resumes provided for each of the positions identified below. If SSC has awarded the contract but is delayed in its starting date, SSC will provide the Bidder with 5 working days to submit resumes for new resources due to the original resources being employed elsewhere. Replacement resources have to meet the same requirements of this contract. Contracted key resources and requirements to include:

- a. Senior project manager; **P.5 project manager:** experience Level 3 - 10+ years of experience as a senior project manager with a recognized professional certification in Project Management Professional (PMP) or Prince 2;
- b. ITSM transformation lead; **B.7 business transformation architect:** experience Level 3 - 10+ years of experience as a business transformation architect with a recognized professional certification in ITIL (Expert or all Service Lifecycle course or all Capability course certification);
- c. Senior OCM manager; **P.1 change management consultant:** experience Level 3 – 10+ years of experience as a change management consultant with a recognized professional certification related to Organizational Change Management, such as Prosci or CCMP;
- d. ITSM systems analyst; **B.6 business systems analyst:** experience Level 3 - 10+ years of experience as a business systems analyst;
- e. ITSM process re-engineering consultant; **B.5 business process re-engineering consultant:** experience Level 3 – 10+ years of experience as a business process re-engineering consultant with a recognized professional certification;
- f. ITSM architect; **I.5 IM architect;** experience Level 3 – 10+ years of experience as an IM architect; and
- g. Training specialist; **B.11 instructor, IT:** experience Level 3 – 10+ years of experience as a training specialist.

A. **Rated Criteria:** The following rated criteria form part of the technical evaluation:

- i) **Past Experience delivering the Proposed ITSM Process Maturity Solution to Other Customers as a professional services contract:** Past experience as of bid closing delivering a solution that is “similar” to the proposed SSC ITSM Process Maturity Solution to 3 other customer organizations will be evaluated in accordance with the R1-1 to R1-5 criteria described in Attachment C.1
- ii) **Draft Implementation Plan:** The draft Implementation Plan will be evaluated in accordance with the R2-1 criteria in Attachment C.1.
- iii) **Draft Organizational Change Management (OCM) Strategy:** The draft OCM Strategy will be evaluated in accordance with the R2-2 criteria in Attachment C.1.

- iv) **Description of Project Management Functions:** The description of the Project Management Functions will be evaluated in accordance with the R2-3 criteria in Attachment 6.1.
- v) **Draft CMDB Strategy:** The draft CMDB Strategy will be evaluated in accordance with the R2-4 criteria in Attachment C.1.
- vi) **Key Resources:** The résumés for resources will be evaluated as of bid closing in accordance with the R2-5 criteria in Attachment C.1.

**R2-1, R2-2, R2-3, R2-4 - The terms clear, complete and relevant with respect to responses to each evaluation criterion means the following:**

**Clear:** The response needs to clearly address the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient.

The Bidder should not assume that the reader is familiar with service management functions and nomenclature. In this light, to improve the readability and clarity of the response, the Bidder should (as examples):

- avoid the use of unexplained technical terms;
- avoid the use of abbreviations and acronyms;
- clearly explain any references to industry standards; and
- include a glossary with its bid.

**Complete:** the response should address all aspects being evaluated and relate them to the Statement of Work. The response should include references to Bidder material, such as user guides, process manuals, etc. to support the response, as appropriate to the specific evaluation.

**Relevant:** The response to each criterion needs to be specific to that criterion, rather than being a general response. In order to receive maximum points, the Bidder must refrain from adding "superfluous" text not related to the specific evaluation criterion. To receive a maximum points, the response must be relevant to the implementation and operation of an ITSM Process Maturity Solution that satisfies Annex A.

## ATTACHMENT C.1 RATED TECHNICAL EVALUATION

The following outlines the technical evaluation process that will be used to evaluate the rated technical requirements.

### **RATED TECHNICAL EVALUATION**

The rated technical evaluation consists of eight rated criteria that will be scored as follows:

<b>Evaluation Criteria Category</b>	<b>Criteria Number</b>	<b>Criteria</b>	<b>Maximum Score</b>	<b>Minimum Score</b>
Past Experience and Performance	R1-1	Prior Experience in Delivering Proposed Solution - References	7	N/A
	R1-2	Prior Experience in Delivering Proposed Solution – Scope (Scale)	18	N/A
	R1-3	Prior Experience in Delivering Proposed Solution – Scope (Nature)	18	N/A
	R1-4	Prior Experience in Delivering Proposed Solution – Scope (Technology Integration)	18	N/A
	R1-5	Reference Check	54	N/A
<b>Sub-Total for Category - Past Experience and Performance</b>			<b>115</b>	<b>80</b>
Technical Requirements	R2-1	Implementation Plan	39	N/A
	R2-2	Organizational Change Management Plan	28	N/A
	R2-3	Project Management	24	N/A
	R2-4	CMDB Strategy	24	N/A
	R2-5	Resources	158	N/A
<b>Sub-Total for Category - Technical Requirements</b>			<b>273</b>	<b>180</b>
<b>Total (the Total Minimum Score is the “Overall Minimum Score”)</b>			<b>388</b>	<b>260</b>

Bids must meet the Minimum Score for each individual category and the Overall Minimum Score to be deemed compliant. Bids that do not meet the Minimum Score for each individual category and the Overall Minimum Score will be declared non-compliant.

### **Rated Technical Evaluation Criteria**

1. The tables below outline each of the rated requirements and identify:
  - a. The requirement with respect to which the Bidders are being evaluated;
  - b. The bid submission requirements for each rated criterion;
  - c. The Total Maximum Score for each rated criterion; and
  - d. The scoring guidelines that will be used to evaluate each of the rated technical requirements.
  
2. Bidders are encouraged to take note of the following:
  - a. Each point rated technical criterion should be addressed separately, because it will be scored separately.
  - b. The Bidders must respond to each criterion. Each response will be evaluated on its clarity, completeness and relevance to Annex A as it relates to the individual criterion.

3. The scoring of each criterion will be assessed as a consensus score by all evaluators.

<b>ATTACHMENT C-2</b> <b>RFP No. 15-39881-0</b> <b>Project Reference Form No. ____ (insert 1, 2 or 3)</b> <b>(Bidders should submit three of these forms, one for each reference project)</b>		
Required Information		Available Points
Name of the customer organization to which the services were provided		1
Name and title of a contact person at the customer organization who will act as the reference	Name	1
	Title	
Telephone number or email address of a contact at the customer organization who will act as the reference	Telephone Number	1
	Email Address	
Name and title and either telephone number or email address of a back-up contact at the customer organization	Name	1
	Title	
	Telephone Number	
	Email address	
Description of the customer organization's business		1
Date the Bidder began providing the service to this customer organization		1
The current status of the service being provided to this customer organization (e.g., whether the service is still in implementation, in operations on an on-going basis, or is no longer being provided).		1
<b>TOTAL POINTS</b>		<b>7</b>

**ATTACHMENT C.1**

Evaluation of Past Experience and Performance

No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
R1-1	<b>Prior Experience in Delivering Proposed Solution – Customer References</b>	The Bidder must provide 3 customer references in accordance with Section 3 of the RFP. Up to <b>7 points</b> will be allocated based on the combined score for the 3 customer reference projects.	Customer Reference Projects will be scored as follows: All 3 project references must provide the required item of information to get value for that item <b>One point</b> will be given for each item of the 7 items of information required in Attachment 3 – Project Reference Form ( <b>7 points</b> ).	<b>7</b>
R1-2	<b>Prior Experience in Delivering Proposed Solution – Scope (Scale)</b>	The Bidder must provide a description of the scope (scale) of the ITSM Process Maturity Solution for each customer reference project. Up to <b>6 points</b> will be allocated per customer reference based on the Bidder’s description of the scope (scale) of the ITSM process maturity solution: Up to <b>18 points</b> will be allocated based on the combined score for the 3 customer reference projects.	Customer Reference Projects will be scored as follows: <ul style="list-style-type: none"> <li>• <b>6 points</b> if the description demonstrates that the customer reference project is very similar to the work requested in Annex A based on the scale of the work conducted for the customer reference; having implemented the Solution, used on a large scale, with IT staff using ITSM processes/ ITSM tool to support over 250,000 end users</li> <li>• <b>4 points</b> if the description demonstrates that the customer reference project is moderately similar to the work requested in Annex A, based on the scale of the work conducted for the customer reference; having implemented the Solution, on a medium scale, with IT staff using ITSM processes/ ITSM tool to support over 100,000 end users;</li> <li>• <b>2 points</b> if the description of the customer reference project is minimally similar to the work requested in Annex A, based on the scale of the work conducted for the customer reference; having implemented the Solution, on a smaller scale, with IT staff using ITSM processes/ ITSM tool to support over 25,000 end users; and</li> <li>• <b>0 points</b> if the description does not demonstrate that the customer reference project is similar to the work requested in Annex A, based on the scale of</li> </ul>	<b>18</b>

No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
			<p>the work conducted for the customer reference; having not implemented the Solution with IT staff using ITSM processes/ ITSM tool to support more than 25,000 end users.</p>	
R1-3	<p><b>Prior Experience in Delivering Proposed Solution – Scope (Nature)</b></p>	<p>The Bidder must provide a description of the scope (nature) of the ITSM Process Maturity Solution for each Customer reference project. Up to <b>6 points</b> will be allocated per customer reference based on the Bidder’s description of the scope (nature) of the ITSM process maturity solution: Up to <b>18 points</b> will be allocated based on the combined score for the 3 customer reference projects.</p>	<p>Customer Reference Projects will be scored as follows:</p> <ul style="list-style-type: none"> <li>• <b>6 points</b> if the description demonstrates that the customer reference project is very similar to the work requested in Annex A, based on the nature the work conducted for the customer reference; having developed and implemented a minimum of 10 of the 14 ITSM processes identified in section 3 and based on the ITIL framework. Incident Management, Request Fulfillment, Change Management and Configuration Management/CMDB must be included as 4 of these processes.</li> <li>• <b>4 points</b> if the description demonstrates that the customer reference project is moderately similar to the work requested in Annex A, based on the nature of the work conducted for the customer reference; having developed and implemented a minimum of 8 of the 14 ITSM processes identified in section 3 and based on the ITIL framework. Incident Management, Request Fulfillment, Change Management and Configuration Management/CMDB must be included as 4 of these processes.</li> <li>• <b>2 points</b> if the description demonstrates that the customer reference project is minimally similar to the work requested in Annex A, based on the nature of the work conducted for the customer reference; having implemented a minimum of 6 of the ITSM processes identified in section 3 and based on the ITIL framework. Incident Management, Request</li> </ul>	18

No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
			<p>Fulfillment, Change Management and Configuration Management/CMDB must be included as 4 of these processes.</p> <ul style="list-style-type: none"> <li>• <b>0 points</b> if the description does not demonstrate that the customer reference project is similar to the work requested in Annex A, based on the scale of the work conducted for the customer reference; having implemented less than 6 of the 14 ITSM processes identified in section 3 and based on the ITIL framework or not having included Incident Management, Request Fulfillment, Change Management and Configuration Management/CMDB as 4 of these processes</li> </ul>	
R1-4	<p><b>Prior Experience in Delivering Proposed Solution – Scope (Technology Integration)</b></p>	<p>The Bidder must provide a description of the scope (technology integration) of the ITSM Process Maturity Solution for each Customer reference project.          Up to <b>18 points</b> will be allocated based on the Bidder's description of the combined scope (technology integration) of the ITSM process maturity solution for all 3 reference projects. :</p>	<ul style="list-style-type: none"> <li>• <b>18 points</b> if the description demonstrates that the combined customer reference projects are similar to the work requested in Annex A, based on the technology integration of the work conducted for the customer references; having implemented the Solution in both ServiceNow and BMC Remedy ITSM tool environments - tool environments recognized as leaders in Gartner's "Magic Quadrant for IT Service Support Management Tools", as part of the 3 of the reference projects. The third implementation does not have to be a ServiceNow or BMC Remedy ITSM tool environment.</li> <li>• <b>12 points</b> if the description demonstrates that the customer reference projects are similar to the work requested in Annex A, based on the technology integration of the work conducted for the customer references; having implemented the Solution in either ServiceNow or BMC Remedy ITSM tool environments - tool environments recognized as leaders in Gartner's "Magic Quadrant for IT Service Support</li> </ul>	18

No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
			<p>Management Tools”, as part of the 3 reference projects. The second and third implementations do not have to be ServiceNow or BMC Remedy ITSM tool environments.</p> <ul style="list-style-type: none"> <li>• <b>6 points</b> if the description demonstrates that the combined customer reference projects are similar to the work requested in Annex A, based on the technology integration of the work conducted for the customer references; having implemented the Solution in at least one of the ITSM tool environments recognized in Gartner’s “Magic Quadrant for IT Service Support Management Tools”, as part of the 3 reference projects.</li> <li>• <b>0 points</b> if the description does not demonstrate that the combined customer reference projects are similar to the work requested in Annex A, based on the technology integration of the work conducted for the customer references; having not implemented the Solution at least one of the ITSM tool environments recognized in Gartner’s “Magic Quadrant for IT Service Support Management Tools”, as part of the 3 reference projects.</li> </ul>	
R1-5	<p><b>Customer Reference Check</b></p>	<p>A Customer Reference Check will be conducted for one of the three references submitted by the Bidder in response to criterion R1-1, as described in Section 3.3(b).</p> <p>The customer reference will be scored up to a <b>maximum of 18 points</b>. This amount will be multiplied by 3 to give an <b>overall maximum score out of 54 points</b>.</p> <p><u>SSC’s Questions for the Bidder’s Customer Reference Contact (or Back-up, if required in accordance with SSC’s Standard Instructions)</u></p>	<p>Each Customer Reference will be scored as follows:</p> <p>Q1 – Each bidder will be awarded:</p> <ul style="list-style-type: none"> <li>• <b>4 points</b> if the Customer organization is similar to SSC’s size, complexity, and diversity;</li> <li>• <b>2 points</b> if the Customer organization is only somewhat similar; and</li> <li>• <b>0 points</b> if the Customer organization is minimally similar.</li> </ul> <p>A similar organization would be expected to have greater than 200,000 employees, diverse business needs and multiple Partner-type organizations.</p> <p>Q2 – Bidders will be awarded:</p>	54



No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
		<p>Q1 – Please describe the customer reference organization – i.e., What is the size of your organization? What is the nature of your business? Do you serve multiple clients with differing business models?</p> <p>Q2 – Please confirm when the Bidder began to provide the service of an ITSM Process Maturity Solution (Canada will identify the proposed ITSM Process Maturity Solution to confirm the same solution is being used) to you and the current status of the service (e.g., whether the service is still in implementing, in operations on an on-going basis, or is no longer being provided).</p> <p>Q3 – Please rate the performance of the Bidder's ITSM Process Maturity Solution as Excellent, Good, Acceptable or Unacceptable and provide any additional details to explain your rating.</p> <p>Q4 – Please explain whether the ITSM Process Maturity Solution provided to you by the Bidder achieved your organization's expectations for the service. In particular, please confirm whether the service met your organization's expectations for usability, stability and effectiveness and provide examples of any instances in which the service did not meet your expectations.</p> <p>Q5 – Please would you describe the quality of the Bidder's methods and results in addressing issues or problems? Does the Bidder deal with issues or problems in an acceptable manner all of the time, some of time, etc.? How many times have you not considered the way in which</p>	<ul style="list-style-type: none"> <li>• <b>2 points</b> for both the commencement and end date. "Ongoing" or "Active" is considered an acceptable end date and any date before July 2015 is considered an acceptable start date.</li> </ul> <p>Q3 – Each bidder will be awarded:</p> <ul style="list-style-type: none"> <li>• <b>4 points</b> if the Customer narrative rates the performance as "Excellent";</li> <li>• <b>2 points</b> if the Customer narrative rates the performance as "Good";</li> <li>• <b>1 point</b> if the Customer narrative rates the performance as "Acceptable"; and</li> <li>• <b>0 points</b> if the Customer narrative rates the performance as "Unacceptable"</li> </ul> <p>Q4 - Customer reference automatically is given <b>4 points</b>, but points are then deducted as follows:</p> <ul style="list-style-type: none"> <li>• Deduct <b>1 point</b> for every instance the Solution did not meet Customer expectations.</li> </ul> <p>Q5 - Customer reference automatically is given <b>4 points</b>, but receives deductions as follows:</p> <ul style="list-style-type: none"> <li>• <b>0 points</b> if, according to the customer, issues or problems were always dealt with to the complete satisfaction of the organization;</li> <li>• <b>1 point</b> if, according to the customer, issues or problems were consistently dealt with in an acceptable manner, but there was at least one exception;</li> <li>• <b>2 points</b>, according to the customer, if issues or problems were dealt with in acceptable manner, but with a few exceptions;</li> <li>• <b>3 points</b> if, according to the customer, issues or problems were dealt with in an acceptable</li> </ul>	

No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
		the Bidder handled an issue or problem to be acceptable?	<p>manner, but with several exceptions; and</p> <ul style="list-style-type: none"> <li>• <b>4 points</b> if, according to the customer, issues or problems were dealt with in an unacceptable manner.</li> </ul>	

Technical Requirements

No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
R2-1	Implementation Plan	<p><b>Draft Implementation Plan</b></p> <p>The Bidder must provide a draft Implementation plan that must address the following areas as defined in Annex A, Section 3.3, each of which is one criterion for evaluation:</p> <ol style="list-style-type: none"> <li>i. Major Activities</li> <li>ii. High-Level Schedule</li> <li>iii. Contractor Assumptions</li> <li>iv. Dependencies</li> <li>v. Project team structure</li> <li>vi. Scope Management</li> <li>vii. Schedule Management</li> <li>viii. Risk and Issue Management</li> <li>ix. Quality Management</li> <li>x. Impact Management</li> <li>xi. Change Process Management</li> </ol> <p>In addition, the Bidder must provide their ITSM implementation framework and/or methodology used for effectively implementing ITIL processes and capabilities.</p>	<p>The Bidder's Implementation Plan will be evaluated separately and each of the 11 criteria will be evaluated and scored as follows:</p> <ul style="list-style-type: none"> <li>• <b>3 points</b> if the Bidder provides a clear, complete and relevant response to the individual criterion of the Implementation Plan; and</li> <li>• <b>0 points</b> if the Bidder does not provide a clear, complete and relevant response to the individual criterion of the Implementation Plan.</li> </ul> <p>In addition, the <b>risk</b> associated with the Bidder's response for each of the 11 criteria, will be evaluated. Responses that are determined to be relevant but that introduce significant project or implementation risk will be deducted up to 2 points, 1 point for significant project risk and 1 point for significant implementation risk.</p> <p><b>Significant project risk</b> is defined as risk that could cause the project to be unsuccessful in meeting its objectives. <b>Significant implementation risk</b> is defined as risk that could cause a delay in implementation.</p> <p>The Bidder's implementation framework and/or methodology will be evaluated separately and scored as follows:</p> <ul style="list-style-type: none"> <li>• <b>6 points</b> if the Bidder provides a clear, complete and relevant response for their framework</li> </ul>	<b>39</b>

No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
			<p>and/or methodology; and</p> <ul style="list-style-type: none"> <li>• <b>0 points</b> if the Bidder does not provide a clear and relevant response for their framework and/or methodology.</li> </ul>	
R2-2	<b>Organizational Change Management (OCM) Strategy</b>	<p><b>Draft Organizational Change Management Strategy</b></p> <p>The Bidder must provide a draft Organizational Change Management (OCM) Strategy that must address the following areas as defined in Annex A, Section 3.3, each of which is one criterion for evaluation:</p> <ol style="list-style-type: none"> <li>i. Overall Strategy;</li> <li>ii. Organizational Assessment and Capability Transfer Plan;</li> <li>iii. Stakeholder Engagement Strategy;</li> <li>iv. Communication Strategy;</li> <li>v. Change Resistance Management Strategy;</li> <li>vi. Training Needs Assessment and Strategy; and</li> <li>vii. Sustainability Strategy (including Knowledge and Skills Transfer Strategy).</li> </ol>	<p>Each of the seven criteria of the Bidder's Organizational Change Management (OCM) Strategy will be evaluated and scored as follows:</p> <ul style="list-style-type: none"> <li>• <b>4 points</b> if the Bidder provides a clear, complete and relevant response to the individual criterion of the Organizational Change Management (OCM) Strategy; and</li> <li>• <b>0 points</b> if the Bidder does not provide a clear, complete and relevant response to the individual criterion of the Organizational Change Management (OCM) Strategy.</li> </ul> <p>In addition, the <b>risk</b> associated with the Bidder's response for each of the 7 criteria, will be evaluated. Responses that are determined to be relevant but that introduce significant project or implementation risk will be deducted up to 2 points, 1 point for significant project risk and 1 point for significant implementation risk.</p> <p><b>Significant project risk</b> is defined as risk that could cause the project to be unsuccessful in meeting its objectives. <b>Significant implementation risk</b> is defined as risk that could cause a delay in implementation.</p>	<b>28</b>
R2-3	<b>Project Management functions</b>	<p><b>Description of Project Management functions</b></p> <p>The Bidder must provide a draft Activity Plan that addresses the following:</p> <ol style="list-style-type: none"> <li>i. Description of all associated tasks for completing the full implementation;</li> </ol>	<p>The Bidder's Activity Plan will be evaluated separately and scored as follows:</p> <ul style="list-style-type: none"> <li>• <b>12 points</b> if the Bidder provides a clear, complete and relevant description of the associated tasks and level 3 work breakdown structure;</li> <li>• <b>6 points</b> if the Bidder provides a clear, complete and relevant</li> </ul>	<b>24</b>

No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
		<p>ii. Minimum Level 3 Work Breakdown Structure, which must Identify the phases, gates, deliverables and milestones of the Work as distinct tasks, where each task:</p> <ul style="list-style-type: none"> <li>• has a start date, an end date, and a duration;</li> <li>• is assigned to a resource group;</li> <li>• has the dependencies identified, such that the start and end date of the tasks are driven by the dependencies, duration and resources; and</li> <li>• identifies each Contract deliverable as a milestone</li> </ul> <p>In addition each of the following four bidder project management function requirements will be assessed:</p> <ul style="list-style-type: none"> <li>i. Project management framework and/or methodology used</li> <li>ii. Monitoring, evaluating and reporting on project performance, issues and risks;</li> <li>iii. Managing Contractor resources including integrating new team members into the project; and</li> <li>iv. Liaising with customer representatives and/or third party tool vendors, to coordinate project activities.</li> </ul> <p>For each requirement, the Bidder must provide the following descriptions:</p> <ul style="list-style-type: none"> <li>a. Description of the function with reference to the Bidder's documentation, processes or practices such</li> </ul>	<p>description of the associated tasks but does not provide a minimum level 3 work breakdown structure; and</p> <ul style="list-style-type: none"> <li>• <b>0 points</b> if the Bidder does not provide a clear, complete and relevant description of neither the associated tasks and level 3 work breakdown structure</li> </ul> <p>Each of the four project management function requirements will be evaluated separately and scored as follows:</p> <ul style="list-style-type: none"> <li>• <b>12 points</b> if the Bidder provides a clear, complete and relevant description for all four items identified as i. to iv.;</li> <li>• <b>9 points</b> if the Bidder provides a clear, complete and relevant description for three items identified as i. to iv.;</li> <li>• <b>6 points</b> if the Bidder provides a clear, complete and relevant response for two items identified as i. to iv.;</li> <li>• <b>3 points</b> if the Bidder provides a clear, complete and relevant response for 1 item listed in i. to iv.; and</li> <li>• <b>0 points</b> if the Bidder does not provide a clear, complete and relevant response for any item listed in i. to iv.</li> </ul>	

No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
		<p>as the draft Activity Plan (which must be included with the bid to score points for this criterion)</p> <p>b. Description of how the function is integrated within an ITSM Process Maturity Solution</p>		
R2-4	<b>Draft CMDB Strategy</b>	<p><b>Draft CMDB Strategy</b></p> <p>The Bidder must assist SSC in designing a quality CMDB that can be used as the backbone (source data) for the ITSM process implementations. Please provide a high level draft strategy to address the following:</p> <ul style="list-style-type: none"> <li>i. CMDB requirements based on SSC Process Maturity Solution Release A Processes (section 3.1.2);</li> <li>ii. CMDB end state high level design including basic infrastructure, applications, and services CIs;</li> <li>iii. CMDB governance and control; and</li> <li>iv. CMDB Critical Success Factors (CSFs) and Key Performance Indicators (KPIs).</li> </ul>	<p>Each of the four strategic considerations, responses will be scored separately as follows:</p> <ul style="list-style-type: none"> <li>• <b>24 points</b> if the Bidder provides a clear, complete and relevant response for all four information items listed in i. to iv.;</li> <li>• <b>18 points</b> if the Bidder provides a clear, complete and relevant response to three information items listed in i. to iv.;</li> <li>• <b>12 points</b> if the Bidder provides a clear, complete and relevant response to two information items listed in i. to iv.; and</li> <li>• <b>6 points</b> if the Bidder provides a clear, complete and relevant response to one information item listed in i. to iv.; and</li> <li>• <b>0 points</b> if the Bidder does not provide a clear, complete and relevant response for any information items listed in i. to iv.</li> </ul>	<b>24</b>
R2-5	<b>Key Resources</b>	<p>The Bidder must provide a résumé for the following resources proposed for the implementation and operation of the ITSM Process Maturity Solution as defined in Annex A, Section 3.2.2:</p> <ul style="list-style-type: none"> <li>a) Senior project manager;</li> <li>b) ITSM transformation lead</li> <li>c) Senior OCM manager;</li> <li>d) ITSM systems analyst</li> <li>e) ITSM process re-</li> </ul>	<p>Each resource' résumé will be evaluated separately and scored based upon <b>Role experience</b> and <b>IT Service Management experience</b></p> <p><b>Role experience</b> is evaluated as follows:</p> <ul style="list-style-type: none"> <li>• <b>6 points (per task) – 10+ years'</b> experience performing the tasks identified below for the respective role</li> <li>• <b>3 points (per task) – 5+ years'</b></li> </ul>	<b>158</b>

No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
		<p>engineering consultant</p> <p>f) ITSM IM architect, and</p> <p>g) Training specialist,</p> <p>For each résumé, Bidders must provide the following information:</p> <ol style="list-style-type: none"> <li>1. Name, Role, and Responsibility in performing the Work if the Bidder is awarded the contract (including referencing their role and responsibilities defined in the Contractor Resource section of the Annex A;</li> <li>2. Education and certifications; and</li> <li>3. Relevant experience in the past 20 years only.</li> </ol>	<p>experience performing the tasks identified below for the respective role.</p> <ul style="list-style-type: none"> <li>• <b>1 point (per task) – 2+ years'</b> experience performing the tasks identified below for the respective role.</li> <li>• <b>0 points</b> – Less than <b>2 years'</b> performing the tasks identified below for the respective role</li> </ul> <p>a) <b>Senior project manager; P.5 project manager:</b></p> <ul style="list-style-type: none"> <li>• Experience managing projects, including the development of project plans, work breakdown structures, tracking progress against plans and providing status reports to multi-levels within an organization</li> <li>• Experience proactively identifying and managing project risks/ issues and developing mitigating actions/ strategies for management approval</li> </ul> <p>b) <b>ITSM transformation lead; B.7 business transformation architect:</b></p> <ul style="list-style-type: none"> <li>• Experience in the design, development and implementation of ITSM process improvements within a client-partner IM/IT environment similar to the scope of the ITSM Process Maturity Solution as defined in Annex A</li> <li>• Experience leading the analysis and</li> </ul>	

No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
			<p>development of ITSM process requirements, design of the target 'to be' process architecture, conducting feasibility and impacting analysis for the ITSM transformation, and identifying efficiencies to be gained</p> <ul style="list-style-type: none"> <li>• Experience developing and delivering presentations to stakeholders including senior officials (Director-level and above) and working groups</li> </ul> <p>c) Senior OCM manager; <b>P.1 change management consultant:</b></p> <ul style="list-style-type: none"> <li>• Experience leading the planning, managing and delivering of change using an OCM framework</li> <li>• Experience in identifying and developing mitigation strategies/tactics for potential OCM risks associated with transformation projects</li> <li>• Experience developing and delivering presentations to stakeholders including senior officials (Director-level and above) and working groups</li> </ul> <p>d) ITSM systems analyst; <b>B.6</b></p>	

No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
			<p><b>business systems analyst:</b></p> <ul style="list-style-type: none"> <li>• Experience developing a detailed statement of business, functional, and technical requirements for an ITSM process/ technology based solution</li> <li>• Experience defining and documenting ITSM process workflows and use case scenario models, including interfaces between manual and automated operations</li> </ul> <p>e) ITSM process re-engineering consultant; <b>B.5 business process re-engineering consultant:</b></p> <ul style="list-style-type: none"> <li>• Experience identifying candidate ITSM processes/ procedures for re-design; prototype potential solutions and suggesting a recommended course of action</li> <li>• Experience conducting a readiness assessment/ gap analysis for ITSM process implementation in consideration of technology capabilities and existing operational procedures</li> <li>• Experience developing and delivering presentations to stakeholders including senior officials (Director-level and</li> </ul>	



No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
			<p>above) and working groups</p> <p>f) ITSM architect; <b>1.5 IM architect:</b></p> <ul style="list-style-type: none"> <li>• Experience developing and documenting detailed information models based on process, associated information requirements and tool capability</li> <li>• Experience evaluating existing procedures and methods; to identify and document CMDB content , structure and data dictionary design</li> </ul> <p>g) Training specialist; <b>B.11 instructor, IT:</b></p> <ul style="list-style-type: none"> <li>• Experience leading the development of IT courseware, evaluation tools and training plans</li> <li>• Experience communicating effectively by visual, oral and written form with individuals, small groups and in front of large audiences</li> </ul> <p><b>IT Service Management Experience</b> is evaluated as follows:</p> <ul style="list-style-type: none"> <li>• <b>8 points – 15+ years'</b> experience on large IT Service Management projects in the past 20 years</li> <li>• <b>4 points – 10+ years'</b> experience on large IT Service Management</li> </ul>	

No	Criteria	Submission Requirements	Scoring Guidelines	Max Score
			<p>projects in the past 20 years</p> <ul style="list-style-type: none"> <li>• <b>2 points – 5+ years'</b> experience on large IT Service Management projects in the past 20 years</li> <li>• <b>1 point – 2+ years'</b> experience on large IT Service Management projects in the past 20 years</li> <li>• <b>0 points – less than 2 years'</b> experience on large IT Service Management projects in the past 20 years</li> </ul> <p>* A large project is defined to be greater than a six month planned implementation and \$5,000,000 project implementation cost.</p>	
<b>Total Score</b>				<b>388</b>

**ANNEX D**

**BID SUBMISSION FORM**

<b>BID SUBMISSION FORM</b>	
<b>Bidder's full legal name</b>	
<b>Authorized Representative of Bidder for evaluation purposes (e.g., clarifications)</b>	Name
	Title
	Address
	Telephone #
	Fax #
	Email
<b>Bidder's Procurement Business Number (PBN)</b> <i>[see the Standard Instructions 2003]</i>	
<b>Jurisdiction of Contract:</b> Province in Canada the bidder wishes to be the legal jurisdiction applicable to any resulting contract (if other than as specified in solicitation)	
<b>Former Public Servants</b>  See the Article in Part 6 of the bid solicitation entitled Former Public Servant Certification for a definition of "Former Public Servant".	Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation? Yes ____ No ____  If yes, provide the information required by the Article in Part 6 entitled "Former Public Servant Certification"
	Is the Bidder a FPS who received a lump sum payment under the terms of a work force reduction program? Yes ____ No ____  If yes, provide the information required by the Article in Part 6 entitled "Former Public Servant Certification"

<p><b>Federal Contractors Program for Employment Equity (FCP EE) Certification:</b></p> <p>If the bidder is exempt, please indicate the basis for the exemption to the right. If the bidder does not fall within the exceptions enumerated to the right, the Program requirements do apply and the bidder is required either to:</p> <p>(a) submit to the Department of HRSD form LAB 1168, Certificate of Commitment to Implement Employment Equity, DULY SIGNED; or        (b) submit a valid Certificate number confirming its adherence to the FCP-EE.</p> <p>Bidders are requested to include their FCP EE Certification or signed LAB 1168 with their bid; if this information is not provided in the bid, it must be provided upon request by the Contracting Authority during evaluation.</p> <p>For joint ventures, be sure to provide this information for each of the members of the joint venture.</p>	<p>On behalf of the bidder, by signing below, I also confirm that the bidder <i>[check the box that applies]</i>:</p>	
	<p>(a) is not subject to Federal Contractors Program for Employment Equity (FCP-EE), because it has a workforce of less than 100 permanent full or part-time employees in Canada;</p>	
	<p>(b) is not subject to FCP-EE, because it is a regulated employer under the <i>Employment Equity Act</i>;</p>	
	<p>(c) is subject to the requirements of FCP-EE, because it has a workforce of 100 or more permanent full or part-time employees in Canada, but has not previously obtained a certificate number from the Department of Human Resources and Skills Development (HRSD) (having not bid on requirements of \$200,000 or more), in which case a duly signed certificate of commitment is attached; OR</p>	
	<p>(d) is subject to FCP-EE, and has a valid certification number as follows:        _____ (and has not been declared an Ineligible Contractor by HRSD).</p>	
<p><b>Number of FTEs</b> [Bidders are requested to indicate, the total number of full-time-equivalent positions that would be created and maintained by the bidder if it were awarded the Contract. This information is for information purposes only and will not be evaluated.]</p>		
<p><b>Security Clearance Level of Bidder</b>  <i>[include both the level and the date it was granted]</i></p>		
<p>On behalf of the bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that:</p> <ol style="list-style-type: none"> <li>1. The bidder considers itself and its products able to meet all the mandatory requirements described in the bid solicitation;</li> <li>2. This bid is valid for the period requested in the bid solicitation;</li> <li>3. All the information provided in the bid is complete, true and accurate; and</li> <li>4. If the bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation.</li> </ol>		
<p><b>Signature of Authorized Representative of Bidder</b></p>		

**ANNEX E**  
**SRCL – 10052799**



Contract Number / Numéro du contrat 10052799
Security Classification / Classification de sécurité UNCLASSIFIED

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

<b>PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE</b>		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine Shared Services Canada	2. Branch or Directorate / Direction générale ou Direction Project Management and Delivery Branch	
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail Acquisition of the services for the Implementation of new and/or improved ITSM processes through the ITSM Process Maturity Solution Solicitation.		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées? <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui		
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques? <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui		
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c) <input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui		
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé. <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui		
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit? <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui		
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable / À ne pas diffuser <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies) / Préciser le(s) pays:	Specify country(ies) / Préciser le(s) pays:	Specify country(ies) / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>	NATO SECRET / NATO SECRET <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
SECRET <input type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET <input type="checkbox"/>
TOP SECRET <input type="checkbox"/>		TOP SECRET <input type="checkbox"/>
TRÈS SECRET <input type="checkbox"/>		TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) <input type="checkbox"/>
TRÈS SECRET (SIGINT) <input type="checkbox"/>		TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED





Contract Number / Numéro du contrat 10052799
Security Classification / Classification de sécurité UNCLASSIFIED

<b>PART A (continued) / PARTIE A (suite)</b>	
8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? If Yes, indicate the level of sensitivity: Dans l'affirmative, indiquer le niveau de sensibilité :	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
9. Will the supplier require access to extremely sensitive INFOSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?  Short Title(s) of material / Titre(s) abrégé(s) du matériel : Document Number / Numéro du document :	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
<b>PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)</b>	
10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis	
<input checked="" type="checkbox"/> RELIABILITY STATUS / COTE DE FIABILITÉ <input type="checkbox"/> TOP SECRET - SIGINT / TRÈS SECRET - SIGINT <input type="checkbox"/> SITE ACCESS / ACCÈS AUX EMPLACEMENTS	<input type="checkbox"/> CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/> NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/> SECRET / SECRET <input type="checkbox"/> NATO SECRET / NATO SECRET <input type="checkbox"/> TOP SECRET / TRÈS SECRET <input type="checkbox"/> COSMIC TOP SECRET / COSMIC TRÈS SECRET
Special comments: / Commentaires spéciaux : _____	
NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided. REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.	
10. b) May unscreened personnel be used for portions of the work? Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? If Yes, will unscreened personnel be escorted? Dans l'affirmative, le personnel en question sera-t-il escorté?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui <input type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
<b>PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)</b>	
<b>INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS</b>	
11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises? Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
11. b) Will the supplier be required to safeguard COMSEC information or assets? Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
<b>PRODUCTION</b>	
11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises? Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
<b>INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)</b>	
11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data? Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency? Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED





Contract Number / Numéro du contrat 10052799
Security Classification / Classification de sécurité UNCLASSIFIED

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

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

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

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

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

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

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

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

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







## ANNEX F CERTIFICATIONS

### CERTIFICATIONS PRECEDENT TO CONTRACT AWARD

#### 1. Federal Contractors Program

##### 1.1 Federal Contractors Program For Employment Equity - Certification

Insert the date: Date: \_\_\_\_\_ (YYYY/MM/DD) If left blank, the date will be deemed to be the bid solicitation closing date.

The Bidder must complete A and B.

A. The Bidder must include in the certification one of the following statements:

A1. The Bidder is not a Joint Venture. \_\_\_\_\_

A2. The Bidder is a Joint venture. \_\_\_\_\_

B. The Bidder must include in the certification: "I, the Bidder, submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated above. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with such request by Canada will also render the bid non-responsive or will constitute a default under the Contract."

For A1, the Bidder must include in the certification: "The Bidder:" followed by the applicable statement among the statements B.1 to B.5 appearing below.

For A2: the Bidder must include in the certification for each member of the Joint Venture: 1) "I, [insert the name of the member of the Joint Venture], member of the Joint Venture: " followed by the applicable statement among the statements B.1 to B.5 appearing below.

Choose only one of the following statements:

B1. certifies having no work force in Canada.

B2. certifies being a public sector employer.

B3. certifies being a [federally regulated employer](#) being subject to the [Employment Equity Act](#).

B4. certifies having a combined work force in Canada of less than 100 employees (combined work force includes: permanent full-time, permanent part-time and temporary employees [temporary employees only includes those who have worked 12 weeks or more during a calendar year and who are not full-time students]).

B5. certifies having a combined workforce in Canada of 100 or more employees; and

B5.1. certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with HRSDC-Labour.

or

B5.2. certifies having submitted the [Agreement to Implement Employment Equity \(LAB1168\)](#) to HRSDC-Labour. As this is a condition precedent to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to HRSDC-Labour.

For further information on the Federal Contractors Program for Employment Equity visit [HRSDC-Labour's](#) website.

## 1.2 Former Public Servants Certification

Contracts with former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny and reflect fairness in spending public funds. In order to comply with Treasury Board policies and directives on contracts with FPS, bidders must provide the information required below.

### Definitions

For the purposes of this clause,

"former public servant" means a former member of a department as defined in the Financial Administration Act, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police and includes:

- a) an individual;
- b) an individual who has incorporated;
- c) a partnership made up of former public servants; or
- d) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity. "Lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the Public Service.

"Pension" means a pension payable pursuant to the Public Service Superannuation Act, R.S., 1985, c. P-36 as indexed pursuant to the Supplementary Retirement Benefits Act, R.S., 1985, c. S-24.

### Former Public Servant in Receipt of a Pension

Is the Bidder a FPS in receipt of a pension as defined above? **YES ( ) NO ( )**

If so, the Bidder must provide the following information:

- a) name of former public servant,; and
- b) date of termination of employment or retirement from the Public Service.

### Work Force Reduction Program

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of a work force reduction program? **YES ( ) NO ( )**

If so, the Bidder must provide the following information:

- a) name of former public servant,;
- b) conditions of the lump sum payment incentive,;
- c) date of termination of employment,;
- d) amount of lump sum payment,;
- e) rate of pay on which lump sum payment is based,;
- f) period of lump sum payment including start date, end date and number of weeks,; and
- g) number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction program.

For all contracts awarded during the lump sum payment period, the total amount of fee that may be paid to a FPS who received a lump sum payment is \$5,000, including Goods and Services Tax or Harmonized Sales Tax.

## 1.2 Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability.

**1.3 Education and Experience**

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

\_\_\_\_\_  
**Name of Supplier's Authorized Signatory**

\_\_\_\_\_  
**Signature of Supplier's Authorized Signatory**

\_\_\_\_\_  
**Date**

**ANNEX G**  
**TASK AUTHORIZATION PROCEDURES**  
**(Upon Contract Award)**

**1. TA Request**

- (a) Where a requirement for a specific task has been identified and a TA is to be provided to the Contractor in accordance with the allocation methodology described in the Contract Article titled "Task Authorization", a TA Form, as attached at Appendix B to Annex B, will be prepared by the Technical Authority and sent to the Contractor.
- (b) A TA Form will contain the following information, if applicable:
  - (i) a task number;
  - (ii) the details of any financial coding to be used;
  - (iii) the date by which the Contractor's response must be received by the Contract Authority;
  - (iv) a brief statement of work for the task identifying the resource category(ies), level and specialty required and describing the activities to be performed including any deliverables;
  - (v) the interval during which the task is to be carried out (beginning and end dates);
  - (vi) the number of person-days of effort required;
  - (vii) the specific work location; and
  - (viii) any other constraints that might affect the completion of the task.

**2. TA Quotation**

- (a) Once it receives the TA Form, the Contractor must submit a quotation to the Contract Authority, identifying its proposed resources and detailing the cost and time to complete the task(s). The quotation must be based on the rate(s) set out in the Contract. The Contractor will not be paid for providing the quotation or for providing other information required to prepare and issue the TA. The Contractor must provide any information requested by Canada in relation to the preparation of a TA within 3 working days of the request.
- (b) For each proposed resource the Contractor must supply:
  - (i) A resume and completed Appendix C to Annex A for the Category(ies) of Personnel and level(s) identified in the TA Form. The Contractor's quotation must demonstrate that each proposed resource meets the mandatory requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
    - (A) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work.
    - (B) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource by the time of bid closing. For post secondary education, Canada will only accept credentials from institutions recognized by the Department of Education of any Canadian province, or for those obtained in a foreign country, by either of the credential assessment organizations listed on the Website: <http://www.cicic.ca/>
    - (C) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession's governing body throughout the evaluation and Contract Period.

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

(E) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the individual's resume does not include the relevant dates for the experience claimed (i.e., the start date and end date).

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

(ii) The following security information:

SECURITY INFORMATION	CONTRACTOR TO INSERT DATA
Name of individual as it appears on security clearance application form	
Level of security clearance obtained	
Validity period of security clearance obtained	
Security Screening Certificate and Briefing Form file number	

(iii) Certifications at Appendix D to Annex A (as applicable).

(c) The quotation must be submitted to the Contract Authority within the time for response identified in the TA Form. The Contractor will be given a minimum of 48 hours turnaround time to submit a quotation.

### 3. Resource Assessment

- (a) Each proposed resource will be assessed for compliance with the mandatory requirements identified in Appendix C to Annex B applicable to that Category of Personnel. Proposed resources that do not comply with each and every mandatory criteria will not be accepted.
- (b) Canada reserves the right to request references from the Contractor to conduct a reference check to verify the accuracy of the information provided. If references are requested, Canada will conduct the reference check in writing by e-mail (unless the contact at the reference is only available by telephone). A Contractor will not be responsive to a mandatory requirement unless the response is received to an e-mail reference check request within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information evaluated. The mandatory requirement will not be considered met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will the mandatory requirement be met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.

### 4. TA Acceptance

- (a) Once the Contractor's quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. Whether or not to approve or issue a TA is entirely within Canada's discretion.

- (b) The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a fully signed TA Form has been received, and any work performed in its absence is done at the Contractor's own risk.



**ANNEX H**

**EXAMPLE: Task Authorization Request and Acceptance Form  
 Sigma/P2P Task Authorization form will be accepted as well.**

TASK AUTHORIZATION (TA) FORM					
CONTRACTOR		CONTRACT NUMBER:			
COMMITMENT #		FINANCIAL CODING:			
TASK NUMBER (AMENDMENT):		ISSUE DATE:		RESPONSE REQUIRED BY:	
1. STATEMENT OF WORK (WORK ACTIVITIES AND DELIVERABLES):					
SEE ATTACHED FOR STATEMENT OF WORK AND CERTIFICATIONS REQUIRED.					
2. PERIOD OF SERVICES:		FROM (DATE):		TO (DATE):	
3. WORK LOCATION:					
4. TRAVEL REQUIREMENTS:					
5. LANGUAGE REQUIREMENTS:					
6. OTHER CONDITIONS/CONSTRAINTS:					
7. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR' PERSONNEL:					
RESOURCE CATEGORY	NAME OF PROPOSED RESOURCE	PWGSC SECURITY FILE NUMBER	PER DIEM RATE	ESTIMATED # OF DAYS	TOTAL COST
ESTIMATED COST					
GST					
TOTAL LABOUR COST					
ESTIMATED TRAVEL COST (IN ACCORDANCE WITH TBS GUIDELINES)					
TOTAL ESTIMATED COST					
8. SIGNING AUTHORITIES:					
Name, Title and Signature of Individual Authorized to Sign on Behalf of Contractor		Contractor (signature)		Date:	
Name, Title and Signature of Individual Authorized to Sign on Behalf of SSC – PVR (Technical Authority)		SSC-PVR (signature)		Date:	
You are requested to sell to her Majesty The Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.					