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SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION

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

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

Comments - Commentaires
This document contains a security requirement

Title - Sujet TBIPS - Business Transformation	
Solicitation No. - N° de l'invitation 35035-161272/A	**Amendment No. - N° modif.** 015
Client Reference No. - N° de référence du client 35035-161272	**Date** 2017-05-04
GETS Reference No. - N° de référence de SEAG PW-$$ZM-625-31142	
File No. - N° de dossier 625zm.35035-161272	**CCC No./N° CCC - FMS No./N° VME**
Solicitation Closes - L'invitation prend fin **at - à 02:00 PM** **on - le 2017-05-10**	**Time Zone** **Fuseau horaire** Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. **Plant-Usine:** ☐ **Destination:** ☑ **Other-Autre:** ☐	
Address Enquiries to: - Adresser toutes questions à: Haroutounian , Rosanna	**Buyer Id - Id de l'acheteur** 625zm
Telephone No. - N° de téléphone (819) 420-2076 ( )	**FAX No. - N° de FAX** ( ) -
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Delivery Required - Livraison exigée	**Delivery Offered - Livraison proposée**
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Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) **Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)** **Signature** **Date**	

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Canada

AMENDMENT NO. 015

This amendment is raised to answer Bidders' questions:

NOTE TO BIDDERS: Questions must have been submitted no later than 10 calendar days before the bid closing date. Questions received after that date will not be accepted.

QUESTIONS AND ANSWERS

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

A2.	Services: Project Manager – Level 3 Initial contract dates/duration: September 30, 2010 to September 29, 2012 Company: ADRM Technology Consulting Group Corp. Contract amount: $507,279.61 Services: Project Manager – Level 3 Initial contract dates/duration: September 23, 2013 to March 31, 2015 Company: Nisha Technologies Inc. Contract amount: $728,993.31 Services: Business Analyst – Level 3 Initial contract dates/duration: September 24, 2014 to September 23, 2017 Company: ADRM Technology Consulting Group Corp. Contract amount: $778,276.20 Services: IT Project Manager – Level 3 Initial contract dates/duration: April 16, 2015 to April 15, 2017 Company: Mindwire Systems Ltd. Contract amount: $1,848,680.00 Services: Project Manager – Level 3, Business Analyst – Level 3 Initial contract dates/duration: August 15, 2016 to August 14, 2017 Company: BP&M Consulting Inc. Contract amount: $884,113.00
Q3.	Please confirm that for Corporate Criteria M1 and R1, suppliers may reference ongoing contracts as long as they were awarded in the last five (5) years?
A3.	Yes. Bidders may reference ongoing contracts as long as they were awarded in the last five years for M1 and R1.
Q4.	For the Business Analyst, Level 3, Rated Evaluation criterion R3, please confirm that a project used to substantiate this requirement which includes any one of (i) through (v.) will be awarded points, and that projects do not need to include all of these elements.
A4.	Yes. A project should include at least one of the elements listed in R3 in order to gain points.
Q5.	The RFP is asking Bidders to propose 5 identical resources for each of the Business Analyst and IT Project Manager categories. Given the movement in procurement towards more Corporate qualifications based RFPs, and considering this RFP does contain several challenging mandatory and rated corporate requirements which demonstrate Bidders' ability to provide these services we do not see the value in the effort expended by both Bidders to write, and Evaluators to evaluate, 5 identical resource grids. Therefore we respectfully request that the RFP be amended such that Bidders must propose only 2-3 resources for each of these categories two

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

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

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

Q16.	Subsection 7.9 (c), "Method of Payment for Task Authorizations with a Maximum Price," states that "Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA…" This method describes a TA to a maximum approach and is not suitable for a contract position on an integrated team. Please confirm that this clause should instead describe per diem services.
A16.	This Method of Payment is appropriate for the requirement and typical for the commodity. Canada will not change the clause.
Q17.	Given the detailed nature of the requirements and the amount of time necessary to produce a quality response, we respectfully request an extension to April 11.
A17	Yes, Canada accepts the request to extend the closing date to April 11 2017 at 2:00 PM.
Q18.	There is a large influx of Federal Government requirements at fiscal year-end. Also, March Break makes it exceedingly difficult to reach resources and corporate references. Would Canada please extend the closing date by 3 weeks to allow bidders enough time to connect with resources, validate their experience, and connect with client references in order to submit a competitive bid?
A18.	Canada will extend the closing date to April 11 2017 at 2:00 PM.
Q19.	Please confirm that contracts provided to demonstrate experience for Corporate Mandatory Criteria M1 may be ongoing, as long as the resource work that is being used to meet the $15M value has been completed and invoiced.
A19.	Bidders may reference ongoing contracts as long as they were awarded in the last five years and meet the $15M value requirement for M1.
Q20.	Corporate Mandatory M1 states: "The Bidder must demonstrate that it generated a business volume of at least $15,000,000 ($15 M) in the last five (5) years providing IT Professional Business Transformative Services to outside clients*. The Bidder must demonstrate this experience by providing a maximum of three (3) contracts…" Our questions are as follows: a) Please confirm that the Crown is looking for <u>billed</u> values (taxes included) rather than the value of the contract to reach the minimum of $15M. b) Given that PCO is seeking demonstration of recent (past 5 years) Business Transformative Services experience within only 3 contracts, and the low number of high dollar value contracts in the national capital region in recent

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

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

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

	The wording of this criterion is confusing, but from similar wording in other RFPs we assume that the criterion is for the candidate to have 10 years in the past 15 years of experience managing IM/IT projects, including at least "… 2 IM/IT projects leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users" can you please confirm our understanding?
A30.	Please refer to Question and Answer #10 b) and Solicitation Revision no.006.
Q31.	We would like to request clarification regarding Mandatory Criteria 3 for the Project Manager. The criteria states that that "…proposed resource has ten (10) years of experience as the Senior IT Project Manager (Level 3) managing two (2) IM/IT projects leading a team that …" Can the crown please confirm that a resource can have worked on more than 2 projects in 10 years and still meet this requirement.
A31.	Please refer to Question and Answer #10 b) and Solicitation Revision no.006.
Q32.	For the Level 3 IT Project Manager Stream, Rated Evaluation Criteria R13 is awarding full points to 4+ Projects with experience claimed since January 1, 2012. We feel this window of time is small and penalizes those individuals required to conduct activities from Initiation to Close for projects that may be enterprise level initiatives that may be multi-year in duration. We respectively ask this criteria be changed to accept experience claimed since January 1, 2007.
A32.	Please refer to Question and Answer #10 c) and Solicitation Revision no.007.
Q33.	R13 on the IT PM grid awards full points to resources with 4 or more projects performing a full project lifecycle since January 1, 2012 (~5 years.) It would be extremely difficult for PMs to have successfully managed 4 ($1M+) projects from initiation to close out in that time frame. Would the Crown consider either reducing the number of projects required to score full points or extending the timeframe to January 1, 2007?
A33.	Please refer to Question and Answer #10 c) and Solicitation Revision no.007.
Q34.	To score maximum points for R5, the resource has to demonstrate 12 years of "experience defining requirements and fit gap analysis for IM/IT projects", AND he/she "must provide the name, e-mail address, title, and organization for **each** customer reference" within these 12 + years of experience. To score maximum points for R8, the resource has to demonstrate 12 years of experience "developing change management plans or transition plans to move from the current to future state in an IT project environment", AND he/she "must provide the name, e-mail address, title, and organization for **each** customer reference" within these 12 + years of experience. It is going to be extremely difficult to provide references for ALL the projects listed in the grid for R5 and R8 considering that some of these projects are from 12 + years ago and it is hard to keep track of or be able to get in touch with client references for such a long period of time. Would the Crown accept more recent references (i.e. within the last 5 years or for the resource's 3 most recent projects)?

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

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

	experience starting after this date will be considered for evaluation purposes for M6.
Q38.	<u>For R1 – Corporate:</u> There are in TBIPS multiple categories being utilized by clients to procure Project Coordinators, where tasks and responsibilities are more or less the same and where the resource is performing project coordinator functions. Can you please confirm that resources that were engaged under a different TBIPS category will be accepted as compliant, as long as equivalency to the Project Coordinator Level 2 category is demonstrated to at least 50% of the tasks listed in the RFP SOW?
A38.	Canada will accept experience performed by resources where the experience meets the criteria of Project Coordinators in R1. See solicitation revision no. 016.
Q39.	<u>In several criteria R12 and R13 R11 & R14 – Project Manager resource:</u> 4 projects are requested within a 5-year time frame for full points. In the case of R13, in particular the project manager must have been managing the project for the full life cycle. This is very difficult to achieve for resources that have worked on large transformation projects more than 1 year in duration. We request that the timeframe be expanded to 15 years. Please consider amending these criteria with a longer timeframe.
A39.	No. Canada is not prepared to change the criteria.
Q40.	For resource criteria where references are required (M4, M6, M9, R5, R8, R11, R13, R15, R17), resources would, in some cases, need to provide contact information for projects going back over 12 years, which could be difficult/impossible to obtain and not necessarily helpful to the Crown in assessing the candidate's recent expertise. We respectfully ask that the Crown consider reducing the requirement to 2 references within the last 5 years for all applicable criteria.
A40.	Canada accepts the request to require references from the last five years for M4, M9, R11, R13, R15, and R17. See solicitation revision no. 017. For R5 and R8, please see Question and Answer #11 b) and solicitation revision no.008. For M6, please see solicitation revision no.015.
Q41.	<u>For Multiple Resource Criteria</u> where references are requested: Requesting references for all projects for criteria demanding 10 years of experience is unreasonable and puts undue burden on the bidder and the resources who must try to track down people that have moved on or have retired. It is generally accepted providing 3 recent reference for relevant projects is sufficient to validate candidates' experience.
A41.	Please refer to Question and Answer #40 and solicitation revision No.017.
Q42.	With respect to the Senior IT Project Manager (Level 3) requirement M7, revision

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

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

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

	Crown is really seeking 10 years of experience within the last 15 years. Therefore, please confirm that requirements M3, M5 and M7 should be should modified to read: • M3: "The Bidder must demonstrate that the proposed resource has at least ten (10) years of experience as a Business Analyst in leading requirements development sessions with stakeholders and documenting requirements in Use Case format. Only experience claimed since January 1, 2002 will be accepted." • M5: "The Bidder must demonstrate that the proposed resource has at least ten (10) years of experience as an IT Project Manager delivering projects." • M7: "The Bidder must demonstrate that the proposed resource has ten (10) years of experience as the Senior IT Project Manager (Level 3) managing two (2) IM/IT projects leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.
A52.	Canada is not prepared to accept the changes as requested. However, Canada will revise the criteria. Please see solicitation revision no.019.
Q53.	M5 and M7 on the PM grid request 10 years of experience as a "Senior (Level 3) IT Project Manager." We interpret this to mean that resources are to demonstrate that they are senior-level IT PMs by detailing 10+ years of category-relevant experience (as defined by TBIPS category requirements) working on IT projects. Is that correct?
A53.	Please refer to Question and Answer #52 and solicitation revision no.019.
Q54.	Will the Crown accept Secret clearance that has expired with a renewal in process at the time of proposal submission? For example: a resource whose Secret clearance renewal has been in process since August 2016, but whose existing clearance expired in January 2017 (and who is currently on contract in another GoC department, which has been honoring the clearance until the renewal is granted).
A54.	No. Please see section 6.1 of the RFP.
Q55.	Given the numerous changes now required with Amendment 5, and that we are still waiting on answers to questions that were submitted March 17, 2017 would the Crown kindly extend the closing date to April 25th, 2017 to allow ample time to research and complete revisions properly to ensure a compliant submission.
A55.	Canada will extend the closing date to April 19 2017 at 2:00 PM.
Q56.	Will the Crown accept the following educational degrees and designations in business analysis for R9:

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

	ten (10) years the candidate must demonstrate experience leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users. Please confirm that **A)** is correct and the candidate must have ten (10) years of experience as a Senior IT Project Manager (Level 3) managing projects that involved leading teams that implemented new products or software upgrades or hardware products, but only two (2) of the IM/IT projects have to be in an environment of over 1,000 users ."
A59.	Please refer to Question and Answer #42.
Q60.	For the rated requirement R3 for the business Analysts level 3, would the crown consider adding Identity Management solution to the list of acceptable types of projects/initiatives?
A60.	No. Canada is not prepared to change the criterion.
Q61.	*P.9 IT Project Manager Level 3 (either of these categories)* *B.1 Business Analyst Level 3* Please confirm if a vendor can provide one or both but not all of these services and if so, can the client please identify the need (being one) for the contract?
A61.	No. This bid solicitation is intended to result in the award of up to two contracts, each for two years plus up to two one-year irrevocable options allowing Canada to extend the term of the contracts for the services described in Annex A – Statement of Work.
Q62.	Due to the numerous changes that have been released through amendments, please release an updated RFP that includes all of these changes with updated grids.
A62.	No, Canada will not post an updated RFP. It is the Bidder's responsibility to ensure that any revisions made through any solicitation amendment issued through Buy and Sell are taken into account.
Q63.	The changes released in the recent amendment fundamentally change the resource requirements, for example by requiring 12 years of experience for Senior BAs and PMs in requirements M3, M5, and M7. Bidders may now need to re-recruit new candidates to align with some of these changes. Due to this, as well as the upcoming extended holiday weekend that will interrupt the ability to reach candidates for further information, please provide a two week extension to allow bidders a fair opportunity to present a high quality bid.
A63.	Canada will extend the closing date to May 3, 2017 at 2:00 PM.
Q64.	In Amendment 17, Business Analyst mandatory requirement M4 was amended to

	remove the TBS-specific component of the Business Case Guide, and instead provide phases or steps that must have been followed. Please confirm that rated requirement R3, which asks for the same experience with the TBS Business Case Guide, should be aligned with this change by removing the requirement for TBS Business Case Guide, and following the same phases/steps outlined in the amended M4. Therefore, R3 should read: The Bidder should demonstrate that the proposed resource has experience as a Business Analyst developing business cases, for the following types of projects: i. Information management and Digitalization (conversions from paperbased to electronic) ii. Workplace Technology devices (WTD) and mobility iii. Collaborative technology iv. Web design v. Data Warehousing, reporting, analytics and/or business intelligence Business Case development must include the following phases or steps: i. Business Needs and Desired Outcomes; ii. Elicitation and Requirements Management; iii. Requirements Analysis, Options/Solutions Analysis and Viable Options/Solutions; and iv. Justification and Recommendation.
A64.	No. Canada is not prepared to change the criterion.
Q65.	We assume that the clarification provided in *Amendment 06 Answer 37 for M6 also applies to any other criteria that have restricted timeframes.* *Please confirm that the following assumption is correct:* For all criteria that include a restricted timeframe *(e.g. Only experience claimed since January 1, 2012 will be considered),* Bidders may submit projects that began before these restricted dates but only the experience starting after those dates will be considered for evaluation purposes, as stated in Amendment 06 Answer 37.
A65.	Bidders may submit projects that began before the specified dates for R10, R11, R12, R13, and R14, however only the experience starting after those dates will be evaluated.
Q66.	For R1 item "iii. Copies of an invoice issued by the Bidder for work performed by these resources." Does the Crown require only one invoice for each individual identify or all invoices related to each individual?
A66.	Please refer to solicitation revision no. 021. Canada requires copies of invoices issued by the Bidder for work performed by each resource for a period of six consecutive months for R1. As per Question #51, in the event invoices are not available for public release, Canada will accept a letter from the organization stating

	that for a period of six months the Bidder delivered work performed by the resources required in R1.
Q67.	A vendor who responds with a **contract** that was awarded prior to the last five years but clearly demonstrates generated business volume within the last five years providing IT Professional Business Transformation Services, through that **contract**, technically meets Corporate Criteria M1 as it is stated in the RFP. With its response to Q&A 3, Q&A 19 and Q&A 57, PCO has significantly modified this requirement thereby severely restricting the number of vendors that can respond with a compliant bid. We respectfully request that PCO confirm that **contracts <u>do not</u>** have to be awarded in the last 5 years to meet this requirement?
A67.	No. Please refer to solicitation revision no.022. The Bidder must demonstrate that it has been awarded a maximum of four contracts with the combined value of at least $15,000,000 ($15 M) in the last five (5) years for IT Professional Business Transformative Services to outside clients.
Q68.	With respect to Q&A 58: "At Q&A 20; 21; and 22 the PCO consistently indicates that they are not looking for vendors to provide "Billed value" in order to demonstrate "Business Volume" against corporate criteria M1. If it is not billed value that the Crown is looking for in response to Corporate Criteria M1 then can PCO please define "Business Volume" and what will constitute demonstrated proof of this volume?" PCO's response does not answer the submitted question. We respectfully request that PCO define what they mean by "Business Volume"?
A68.	Canada has revised M1 to remove "Business Volume." Please refer to solicitation revision no.022
Q69.	We have built our response to M1 based on the most recent version of the criteria in Amendment #5 Revision 010. The initial criteria M1 and the revised criteria M1 do not mention anywhere that the contracts to be presented in response to M1 must have been awarded in the last 5 years. There is no wording stating this in the criterion. In reviewing questions and answers, we noticed that in Amendment 3 answer 3, it is stated that the contracts can be ongoing as long as they were awarded in the last 5 years – this was new information being introduced. Further questions and answers related to the contract award date (question 20 and question 21 do not state the award date of the contract as being a factor for compliance). Answer 20 and Answer 21 only state that the billing value is not sought. <u>We are therefore assuming that M1 wording per latest revision (Revision 010) is the final wording and that there is NO REQUIREMENT for contracts to have been awarded in the past 5 years</u> as long as a business volume of $15Million or more was generated from these contracts within the past 5 years. We assume that a contract that was on-going and active for at least 3 years in the past 5 years will be compliant to M1 regardless of when it was awarded as long as business of $15M+ was

	generated from the contract during that time period. Please clarify this as soon as possible as currently there is a contradiction between the wording of the M1 requirement and answer #3. We assume that answer #3 was wrong (issued on March 10) and that the requirement wording per revision 010 is correct (issued March 23).
A69.	Please refer to Question and Answer #67 and solicitation revision no.022.
Q70.	In regards to R13 for the Business Analysts, the point structure is as followed: 2 Projects = 5 points 3 Projects = 7 points 4+ projects = 10 points As per answer #28 of the previous Q and A, can we assume that the same applies here and that the full 10 points will be allocated by substantiating the requirement using 4 projects?
A70.	Yes. As stated in Answer #28, points will be allocated for 4 projects that substantiate the experience in R11, R12, R13, and R14.
Q71.	In regards to the Level 2 Project Coordinator, we have the following question about Attachment 4.1 Mandatory Requirements: In requirement M9, with regards to “assisting project management and data processing professionals, technical users and end users in project coordination and synchronization tasks”, could the Crown please clarify what is meant by “data processing professionals”?
A71.	Data processing professionals are the following: software developers, web developers, programmers/analysts, system analysts, database administrators, system administrators, quality assurance specialists/analysts, testers, application/software architects, technical architects, IM architects, web architects, enterprise architects, database/IM modellers, or technical writers.
Q72.	In regards to **R3** for the **Business Analysts**, the point structure is as followed: 2 Projects = 5 points 3 Projects = 7 points 4+ projects = 10 point As per answer #28 of the previous Q and A, can we assume that the same applies here and that the full 10 points will be allocated by substantiating the requirement using 4 projects?
A72.	Yes. 10 points will be allocated for 4 projects that substantiate the experience in R3. Please see solicitation revision no.023 for clarification of scoring methods.
Q73.	As per Amendment 9 R021 iii) now states; **Copies of invoices issued by the Bidder for work performed by each resource**

	<u>for a period of six consecutive months</u>; Introducing this new criteria, having to demonstrate that the resource has been working for a period of six consecutive months requires significant effort for the Bidder(s). Adding this new criteria so close to the solicitation due date will likely result in a smaller response rate, as well, the SME firms may not invoice in this manor and therefore not have the bandwidth/capacity to meet this criteria (score less points), which is not ideal for the Crown or marketplace. We kindly request that the Crown remove this requirement entirely.
A73.	No. Canada is not prepared to change the criterion.
Q74.	R1 - As per Amendment 6 R016 iv) was added to state; **A list of tasks completed with each invoice or a Statement of Work.** Typically tasks completed by a resource category such as a Project Manager are the same. Can the Crown please confirm that Bidders can do a mapping of the list of tasks at the category level (example: at the Project Manager level) and present one list of tasks per category.
A74.	No. Canada is not prepared to change the criterion.
Q75.	As per R1 the Level 2 Project Coordinators state; **Level 2 Project Coordinators are defined as resources having between 5 and 10 years of experience that perform a minimum of 7 tasks out of the following 11 tasks:** However the Business Analyst Level 3 & the IT Project Manger Level 3 do not list the minimum amount of tasks. As per the calculation above in order to stay consistent would mapping 60%+ of the tasks to the Client reference suffice per resource category?
A75.	No. Bidders must demonstrate that resources performed all of the tasks for Business Analyst Level 3 and IT Project Manager Level 3 in R1.
Q76.	Amendment # 9, Revision 021, item iii, "Copies of invoices issued by the bidder for work performed by each resource for a period of six consecutive months" introduces a new requirement which represents significant amount of additional work to gather all of these invoices for each resource. This is a adding a considerable effort to bidders so close to the closing date of the bid. To allow us sufficient time to collect all of these invoices will the Crown please provide an additional 2 week extension to the closing date of this solicitation to ensure that we have sufficient time to address this new requirement and prepare a compliant response.
A76.	No. Canada is not prepared to extend the closing date.
Q77.	For projects cited in R1, Corporate Criteria, it appears that tasks listed represent the generic TBIPS tasks identified in the Supply Arrangement. This being said, if a contract has been tendered through the TBIPS SA, then by default these tasks would apply to any subsequent engagement. As such, is it sufficient, where contracts cited by the bidder were tendered through the respective TBIPS category

	that bidders simply identify the contract as a TBIPS contract in lieu of providing a full task list in responding to the requirement for "A list of tasks completed with each invoice or a Statement of Work"?
A77.	No. However, Canada will revise the criterion. Please see solicitation revision no.024.
Q78.	Due to the complexity of the grids and the number of resources being provided, we respectively ask for a 10 day extension to the bid closing date.
A78.	Canada will extend the closing date to May 10 2017 at 2:00 PM.
Q79.	Requirement R1 Based on our understanding of recent amendments to the RFP, in order to achieve the maximum number of points, Bidders are required to: a) Provide >14 Business Analysts (Level 3), provide >14 IT Project Managers (Level 3) and provide >10 Project Coordinators (Level 2), for a total of >38 individual resources. b) For each of the >38 individual resources, Bidders are required to provide copies of invoices issued by the Bidder for work performed by each resource for a period of six consecutive months. Assuming each invoice is only two (2) pages, this alone will mean a minimum of 456 pages of invoices that need to be sourced, printed and bound (6 months X 2 pages/month X 38 resources). c) For each of the >38 individual resources, a list of tasks completed with each invoice or a Statement of Work is also required. Mapping of the list of tasks in the RFP cannot be done at the resource category level (per A#74), but must be completed for each of the >38 individual resources. In addition, Bidders are required to demonstrate that Business Analysts and Project Managers performed all of the RFP tasks, and 7/11 tasks for Project Coordinators (per A#75). As an illustration, for one of our IT Project Managers (Level 3), this requirement represents: - Four (4) pages to demonstrate ('map') that our resource performed all of the IT Project Manager tasks in the RFP; - A five (5) page Task Authorization (TA) issued by the Project Authority, plus 12 amendments of three (3) pages each; and - Six (6) invoices of two (2) pages each For this one resource, this is a total of 57 pages to demonstrate Requirement R1 (4 + 41 TA pages + 12 invoice pages = 57 total pages). Assuming a similar number of pages for even just 38 resources means well over 2,000 pages to demonstrate R1 alone. Please confirm that our understanding is correct
A79.	Canada has since revised this criterion. Please see solicitation revision no.024.
Q80.	The answer to Question 75 is unreasonable as it may effectively eliminate all bidders. A 100% match on a customized SOW is extremely unlikely, even when the resources are in the same TBIPS category.

	The TBIPS definition of “similar” project which is included in this RFP at 3.2.a.iv is as follows: Previous Similar Projects: Where the bid must include a description of previous similar projects: (i) a project must have been completed by the Bidder itself (and cannot include the experience of any proposed subcontractor or any affiliate of the Bidder); (ii) a project must have been completed by the bid closing date; (iii) each project description must include, at minimum, the name and either the telephone number or e-mail address of a customer reference; and (iv) if more similar projects are provided than requested, Canada will decide in its discretion which projects will be evaluated. A project will be considered "similar" to the Work to be performed under any resulting contract if the project was for the performance of work that closely matches the descriptions of the Resource Categories identified in Annex A. Work will be considered to "closely match" if the work in the provided project is described in at least 50% of the points of responsibility listed in the description of the given Resource Category. For Corporate R1, we ask that the Crown consider a) Removing the request for the list of tasks or SOW completely; or b) Using the TBIPS standard of 50%, to demonstrate similarity
A80.	Canada has since revised this criterion. Please see solicitation revision no.024.
Q81.	a) Amendment 9 dated of April 13th where the corporate requirement R1, item iii was changed from “Copies of an invoice issued by the bidder for work performed by these resources” To “Copies of invoices issued by the Bidder for work performed by each resource for a period of six consecutive months”. The requirement for providing 6 months’ worth of invoices for 26 resources resulting in bidder printing out 156 invoices is unreasonable and places undue burden on bidders. We request that this requirement be changed to the original version where “an invoice was required for the resources...” b) Alternatively, we suggest that instead of printing copies of 156 invoices, that bidders provide an invoicing report stating the names of the resources claimed, their category, the contract number, the invoice number and invoice date, be provided as proof accompanied by a spreadsheet showing resource names, project names and task list. This is more in line with current/recent RFPs. Can you please confirm?
A81.	a) No. Canada is not prepared to change the requirement as suggested. b) Yes, Canada accepts the request to accept invoicing report as described as an alternative.
Q82.	In Q&A # 51, a vendor asked permission to provide a letter from the client as opposed to an invoice as they claim that their invoices are not available for public release. This is the case for all bidders, where their invoices which includes sensitive pricing and name information is not available for public release. If we opt for providing a client letter, what information is required in this letter? Please provide

	details of the information needed for the client letter to be fully compliant to the revised requirement? At the time when Q51 was answered only “an invoice” per resource was required as opposed to 6 months’ worth of consecutive invoices and no task list was required. Is a letter to include all invoices information for 6 months and for each resource, in addition to project information for each and all tasks lists for each of the resources? What format will be acceptable? The Q&A that relates to this is now OLD and the requirement has changed very significantly since that time with amendment 9. I am assuming that the client letter will have to include as much details as the invoices.
A82.	As per Q&A# 66, Canada will accept a letter from the organization stating that for a period of six months the Bidder delivered work performed by the resources required in R1. In the event invoices are not available for public release and a client letter is provided instead, the information in this client letter is required to demonstrate the experience as requested in R1.
Q83.	Could the Crown please detail the expectations upon contract award with regards to the TA submissions. 7.20 c) i) says that if the contractor is unable to provide the services of any specific individual named in the contract, the replacement must have qualifications and experience that meet or exceed those obtained for the original resource. However, this is a TA-based contract with a minimum score required. Please lay out which of the following scenarios would play out at the TA stage: 1) TAs are issued and the company must meet minimum score for each; or, 2) The first 3 PMs, 3BAs and 2 Project Coordinators provided must be the people bid or equally scoring candidates (given 2 awards and approximately 26 resources estimated, one can guess that each winning company would have to fill 8 of their 13 positions with those bid and/or equally scoring. or 3) The first TA in each category must be the people bid or equally scoring candidates.
A83.	The first 3 PMs, 3BAs and 2 Project Coordinators provided must be the people bid or equally scoring candidates.” As such, in the case where two contracts are awarded, each bidder awarded a contract will have to provide 8 of the 13 resources who were named in the bid or proposed replacement resources whose experience and qualifications meet or exceed the score of those obtained for the original resource, as instructed in 7.20 Replacement of Specific Individuals.

NOTE TO BIDDERS: Questions must have been submitted no later than 10 calendar days before the bid closing date. Questions received after that date will not be accepted.

SOLICITATION REVISIONS:

001	**PART 1 - GENERAL INFORMATION** **1.2 Summary (f) and (g)**

	DELETE: TBIPS SA #EN578-055605 **INSERT:** TBIPS SA #EN578-170432
002	**Revisions to the French copy not required in the English.**
003	**Amendment 002 is to post an unmarked copy of the solicitation.**
004	**a) ATTACHMENT 3.1 - BID SUBMISSION FORM** **DELETE:**

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

Coordinator				

INSERT:

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

b) ATTACHMENT 4.1 - MANDATORY TECHNICAL CRITERIA

Table 2: Level 3 Business Analyst

DELETE:

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

a. Secret

INSERT:

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

a. Secret

Table 3: Level 3 IT Project Manager

DELETE:

	For evaluation purposes, the Bidder must propose 5 resources in total for **Level 3 IT Project Manager** with the following security clearances specified: a. Secret **INSERT:** For evaluation purposes, the Bidder must propose 3 resources in total for **Level 3 IT Project Manager** with the following security clearances specified: a. Secret **c) ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA** **Table 2: Level 3 Business Analyst** **DELETE:** For evaluation purposes, the Bidder must propose 5 resources in total for **Level 3 Business Analyst** with the following security clearances specified: a. Secret **INSERT:** For evaluation purposes, the Bidder must propose 3 resources in total for **Level 3 Business Analyst** with the following security clearances specified: a. Secret **Table 3: Level 3 IT Project Manager** **DELETE:** For evaluation purposes, the Bidder must propose 5 resources in total for **Level 3 IT Project Manager** with the following security clearances specified: a. Secret **INSERT:** For evaluation purposes, the Bidder must propose 3 resources in total for **Level 3 IT Project Manager** with the following security clearances specified: a. Secret
005	**ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA** **Table 2: Level 3 Business Analyst** **R9** **DELETE:**

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

INSERT:

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

006

ATTACHMENT 4.1 - MANDATORY TECHNICAL CRITERIA

Table 3: Level 3 IT Project Manager

DELETE:

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

INSERT:

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

007

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

DELETE:

R13	The Bidder should demonstrate that the proposed resource has recent experience as a Senior IT Project Manager (Level 3) for IM/IT projects valued at over $1,000,000 ($1M) where they were required to conduct all of the following project management activities: (i.) Initiate (ii.) Plan (iii.) Execution/Control (iv.) Close The Bidder must provide the name, e-mail address, title, and organization for a customer reference for each project. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail. Only experience claimed since January 1, 2012 will be will be considered for evaluation purposes.	Points will be awarded for experience demonstrated in the following manner: 2 Projects = 5 points 3 Projects = 7 points 4+ Projects = 10 points	

INSERT:

R13	The Bidder should demonstrate that the proposed resource has recent experience as a Senior IT Project Manager (Level 3) for IM/IT	Points will be awarded for experience	

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

008

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

DELETE:

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

INSERT:

R5	The Bidder should demonstrate that the proposed resource has a minimum of ten years (10) experience defining requirements	Points will be awarded for experience	

	and fit gap analysis for IM/IT projects. The Bidder must provide the name, e-mail address, title, and organization for each customer reference for projects completed in the last five years. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.	demonstrated in the following manner: 10 years = 5 points 12 years = 7 points 12+ years = 10 points	

DELETE:

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

INSERT:

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

			request the e-mail address and the reference check will be done by e-mail.		

009 **ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA**

Table 2: Level 3 Business Analyst

R9

DELETE:

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

INSERT:

R9	The Bidder should demonstrate that the proposed resource holds a valid professional certification / designation in business analysis: International Institute of Business Analysis (IIBA), and/or	With certification – 5 points No certification – 0 points	

		Certified Business Analyst Professional(CBAP), and/or Project Management Institute – Project Business Analyst (PMI-PBA), and/or Certification in Competency in Business Analysis (CCBA), and/or Business Analyst Master Certificate from a recognized University degree, and/or Advanced Certificate of Completion in Business Analysis from a recognized University degree, and/or Business Process Management Professional Certificate from a recognized University degree, and/or Associate Business Analysis Certification from a recognized university.		
010	**ATTACHMENT 4.1: MANDATORY TECHNICAL CRITERIA** **Table 1: Corporate Criteria** **DELETE:**			
	M1	The Bidder must demonstrate that it generated a business volume of at least $15,000,000 ($15 M) in the last five (5) years providing IT Professional Business Transformative Services* to outside clients**. The Bidder must demonstrate this experience by providing a maximum of three (3) contracts for IT Professional Business Transformative Services including the following information: (i.) The Contract number; (ii.) The start date of the Contract; (iii.) The Contract value (applicable tax included); (iv.) The name of the client organization (e.g. PCO); and (v.) The resource category (vi.) The name, e-mail address, and title for a		

	customer reference. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail. *Business Transformative Services are services that enable an organization to implement fundamental changes in how business is conducted including strategy, people, technology, change management as well as organizational implications and to operate the business by transforming strategic plans into tangible benefits built on interoperability and integration activities, strategic designs and vision. **"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. For the purposes of evaluating this criterion, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered.		

INSERT:

M1	The Bidder must demonstrate that it generated a business volume of at least $15,000,000 ($15 M) in the last five (5) years providing IT Professional Business Transformative Services* to outside clients**. The Bidder must demonstrate this experience by providing a maximum of four (4) contracts for IT Professional Business Transformative Services including the following information: (i.) The Contract number; (ii.) The start date of the Contract; (iii.) The Contract value (applicable tax included); (iv.) The name of the client organization (e.g. PCO); and (v.) The resource category (vi.) The name, e-mail address, and title for a customer reference. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference		

			check will be done by e-mail. *Business Transformative Services are services that enable an organization to implement fundamental changes in how business is conducted including strategy, people, technology, change management as well as organizational implications and to operate the business by transforming strategic plans into tangible benefits built on interoperability and integration activities, strategic designs and vision. **"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. For the purposes of evaluating this criterion, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered.		
011	**ATTACHMENT 4.2: POINT-RATED TECHNICAL CRITERIA** **Table 1: Corporate Criteria** **DELETE:**				
		R1	The Bidder should demonstrate that they have recent experience providing the services of Business Analysts (Level 3), IT Project Managers (Level 3), and Project Coordinators (Level 2) to outside clients*. *"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. **Level 3 Business Analysts** are defined as resources with 10+ years of experience that perform the following tasks: (i.) Develop and document statements of requirements for considered alternatives. (ii.) Develop high level functional and technical requirements and specifications through the use of business process maps, Use Cases, JAD sessions and documented	Points will be awarded based on the number of different people the Bidder has provided under Contract for each of the following categories. **Business Analysts** 5 to 7 people = 5 points 8 to 10 people	

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

			obtains approval thereof. (vi.) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team. (vii.) Ensure compliance to IM/IT processes that are applicable to projects, including but not limited to Business Planning, Change Management, Configuration Management, Release Management, and Organizational Change Management. (viii.) Report progress of the project on an ongoing basis and at scheduled points in the life cycle (dashboard, change requests, status). (ix.) Meet in conference with stakeholders and other IT Project Managers and states problems in a form capable of being solved. (x.) Maintain and update project documents throughout the project lifecycle (e.g. Project Schedule; Project Interdependency Map; Project Status Reports; Issues and Decisions Log; Risk Log; Project Deliverables Dashboard). (xi.) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools. (xii.) Project close-out and sign-off. **Level 2 Project Coordinators** are defined as resources having between 5 and 10 years of experience that perform the following tasks: (i.) Assist project management professionals, technical users and end users in project coordination, schedules, and synchronization tasks. (ii.) Facilitate project meetings (bookings, invitations, minutes, etc.). (iii.) Provide administrative and technical support of a clerical nature as required to a project team. (iv.) Assist in performing such tasks as	R1 is 55 points (A + B + C)	

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

INSERT:

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

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

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

			experience that perform the following tasks: (i.) Assist project management professionals, technical users and end users in project coordination, schedules, and synchronization tasks. (ii.) Facilitate project meetings (bookings, invitations, minutes, etc.). (iii.) Provide administrative and technical support of a clerical nature as required to a project team. (iv.) Assist in performing such tasks as maintaining project documentation and libraries. (v.) Track project changes (logs, deliverables and change requests). (vi.) Track financials for all projects. (vii.) Track resources. (viii.) Track project artefacts. (ix.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project. (x.) Manage terms of reference for governance bodies. (xi.) Manage distribution lists and internal project communications. To demonstrate experience, the Bidder is required to submit as part of their bid: i. The number of resources by category; ii. The name of the project and the organisation; and iii. Copies of an invoice issued by the Bidder for work performed by these resources. For the purposes of evaluating this rated requirement, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		
012	**ATTACHMENT 4.2: POINT-RATED TECHNICAL CRITERIA**				

Table 1: Corporate Criteria

DELETE:

R1	The Bidder should demonstrate that they have recent experience providing the services of Business Analysts (Level 3), IT Project Managers (Level 3), and Project Coordinators (Level 2) to outside clients*. *"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. **Level 3 Business Analysts** are defined as resources with 10+ years of experience that perform the following tasks: (i.) Develop and document statements of requirements for considered alternatives. (ii.) Develop high level functional and technical requirements and specifications through the use of business process maps, Use Cases, JAD sessions and documented outcome, business workflow and organizational models, data definitions and logical data models and/or solution prototypes. (iii.) Perform business analyses of functional requirements to identify information, procedures, and decision flows. (iv.) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems. (v.) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems. (vi.) Establish acceptance test criteria with client. (vii.) Support and use the selected departmental methodologies. **Level 3 IT Project Managers** are defined as resources with 10+ years of experience, or	Points will be awarded based on the number of different people the Bidder has provided under Contract for each of the following categories. **Business Analysts** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14 people = 15 points >14 people = 20 points (A) **IT Project Managers** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14 people = 15 points	

			5+ years of experience with a recognized professional certification that perform the following tasks: (i.) Develop Project Management Plan which covers scope, time, cost, quality, HR, risk, communications and procurement management; (ii.) Develop Project WBS and Project Schedule (iii.) Manage several Project Leaders, each responsible for an element of the project and its associated project team. (iv.) Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters. (v.) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof. (vi.) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team. (vii.) Ensure compliance to IM/IT processes that are applicable to projects, including but not limited to Business Planning, Change Management, Configuration Management, Release Management, and Organizational Change Management. (viii.) Report progress of the project on an ongoing basis and at scheduled points in the life cycle (dashboard, change requests, status). (ix.) Meet in conference with stakeholders and other IT Project Managers and states problems in a form capable of being solved. (x.) Maintain and update project documents	>14 people = 20 points (B) **Project Coordinators** 2 to 4 people = 2 points 5 to 7 people = 5 points 8 to 10 people = 10 points >10 people = 15 points (C) The maximum number of points available for R1 is 55 points (A + B + C)	

			throughout the project lifecycle (e.g. Project Schedule; Project Interdependency Map; Project Status Reports; Issues and Decisions Log; Risk Log; Project Deliverables Dashboard). (xi.) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools. (xii.) Project close-out and sign-off. **Level 2 Project Coordinators** are defined as resources having between 5 and 10 years of experience that perform the following tasks: (i.) Assist project management professionals, technical users and end users in project coordination, schedules, and synchronization tasks. (ii.) Facilitate project meetings (bookings, invitations, minutes, etc.). (iii.) Provide administrative and technical support of a clerical nature as required to a project team. (iv.) Assist in performing such tasks as maintaining project documentation and libraries. (v.) Track project changes (logs, deliverables and change requests). (vi.) Track financials for all projects. (vii.) Track resources. (viii.) Track project artefacts. (ix.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project. (x.) Manage terms of reference for governance bodies. (xi.) Manage distribution lists and internal project communications. To demonstrate experience, the Bidder is required to submit as part of their bid: i. The number of resources by category; ii. The name of the project and the		

		organisation; and iii. Copies of an invoice issued by the Bidder for work performed by these resources. For the purposes of evaluating this rated requirement, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		

INSERT:

	R1	The Bidder should demonstrate that they have recent experience providing the services of Business Analysts (Level 3), IT Project Managers (Level 3), and Project Coordinators (Level 2 or Level 3) to outside clients*. *"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. **Level 3 Business Analysts** are defined as resources with 10+ years of experience that perform the following tasks: (i.) Develop and document statements of requirements for considered alternatives. (ii.) Develop high level functional and technical requirements and specifications through the use of business process maps, Use Cases, JAD sessions and documented outcome, business workflow and organizational models, data definitions and logical data models and/or solution prototypes. (iii.) Perform business analyses of functional requirements to identify information, procedures, and decision flows. (iv.) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems.	Points will be awarded based on the number of different people the Bidder has provided under Contract for each of the following categories. **Business Analysts** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14 people = 15 points >14 people = 20 points (A) **IT Project**	

			(v.) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems. (vi.) Establish acceptance test criteria with client. (vii.) Support and use the selected departmental methodologies. **Level 3 IT Project Managers** are defined as resources with 10+ years of experience, or 5+ years of experience with a recognized professional certification that perform the following tasks: (i.) Develop Project Management Plan which covers scope, time, cost, quality, HR, risk, communications and procurement management; (ii.) Develop Project WBS and Project Schedule (iii.) Manage several Project Leaders, each responsible for an element of the project and its associated project team. (iv.) Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters. (v.) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof. (vi.) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team. (vii.) Ensure compliance to IM/IT processes that are applicable to projects, including but not limited to Business Planning, Change Management, Configuration	**Managers** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14 people = 15 points >14 people = 20 points (B) **Project Coordinators** 2 to 4 people = 2 points 5 to 7 people = 5 points 8 to 10 people = 10 points >10 people = 15 points (C) The maximum number of points available for R1 is 55 points (A + B + C)	

			Management, Release Management, and Organizational Change Management. (viii.) Report progress of the project on an ongoing basis and at scheduled points in the life cycle (dashboard, change requests, status). (ix.) Meet in conference with stakeholders and other IT Project Managers and states problems in a form capable of being solved. (x.) Maintain and update project documents throughout the project lifecycle (e.g. Project Schedule; Project Interdependency Map; Project Status Reports; Issues and Decisions Log; Risk Log; Project Deliverables Dashboard). (xi.) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools. (xii.) Project close-out and sign-off. **Level 2 Project Coordinators** are defined as resources having between 5 and 10 years of experience that perform the following tasks: (i.) Assist project management professionals, technical users and end users in project coordination, schedules, and synchronization tasks. (ii.) Facilitate project meetings (bookings, invitations, minutes, etc.). (iii.) Provide administrative and technical support of a clerical nature as required to a project team. (iv.) Assist in performing such tasks as maintaining project documentation and libraries. (v.) Track project changes (logs, deliverables and change requests). (vi.) Track financials for all projects. (vii.) Track resources. (viii.) Track project artefacts. (ix.) Communicate with project management and data processing professionals, technical users and end users on		

			administrative matters related to the project. (x.) Manage terms of reference for governance bodies. (xi.) Manage distribution lists and internal project communications. To demonstrate experience, the Bidder is required to submit as part of their bid: i. The number of resources by category; ii. The name of the project and the organisation; and iii. Copies of an invoice issued by the Bidder for work performed by these resources. For the purposes of evaluating this rated requirement, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		
013	**ATTACHMENT 4.2: POINT-RATED TECHNICAL CRITERIA** **Table 2: Level 3 Business Analyst** **DELETE:**				

	R3	The Bidder should demonstrate that the proposed resource has experience as a Business Analyst developing business cases, in accordance with TBS' Business Case Guide, for the following types of projects/ initiatives: (i.) Information Management and Digitalization (conversion from paper-based to electronic); (ii.) Workplace Technology Devices (WTD) and Mobility; (iii.) Collaborative technology; (iv.) Web Design; and (v.) Data warehousing, Reporting, Analytics, and/or Business Intelligence.	Points will be awarded for experience demonstrated in the following manner: 2 Projects = 5 points 3 Projects = 7 points 4+ Projects = 10 points	

INSERT:

	R3	The Bidder should demonstrate that the proposed resource has experience as a Business Analyst developing business cases, in accordance with TBS' Business Case Guide, for the following types of projects/ initiatives: (i.) Information Management and Digitalization (conversion from paper-based to electronic); (ii.) Workplace Technology Devices (WTD) and Mobility; (iii.) Collaborative technology; (iv.) Web Design; (v.) Data warehousing, Reporting, Analytics, and/or Business Intelligence; and (vi.) COTS Implementation.	Points will be awarded for experience demonstrated in the following manner: 2 Projects = 5 points 3 Projects = 7 points 4+ Projects = 10 points	

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

DELETE:

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

INSERT:

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

015 **ATTACHMENT 4.1 - MANDATORY TECHNICAL CRITERIA**

Table 3: Level 3 IT Project Manager

DELETE:

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

INSERT:

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

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

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

			reference for the project team. (vii.) Ensure compliance to IM/IT processes that are applicable to projects, including but not limited to Business Planning, Change Management, Configuration Management, Release Management, and Organizational Change Management. (viii.) Report progress of the project on an ongoing basis and at scheduled points in the life cycle (dashboard, change requests, status). (ix.) Meet in conference with stakeholders and other IT Project Managers and states problems in a form capable of being solved. (x.) Maintain and update project documents throughout the project lifecycle (e.g. Project Schedule; Project Interdependency Map; Project Status Reports; Issues and Decisions Log; Risk Log; Project Deliverables Dashboard). (xi.) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools. (xii.) Project close-out and sign-off. **Level 2 Project Coordinators** are defined as resources having between 5 and 10 years of experience that perform the following tasks: (i.) Assist project management professionals, technical users and end users in project coordination, schedules, and synchronization tasks. (ii.) Facilitate project meetings (bookings, invitations, minutes, etc.). (iii.) Provide administrative and technical support of a clerical nature as required to a project team. (iv.) Assist in performing such tasks as maintaining project documentation and libraries. (v.) Track project changes (logs, deliverables and change requests).	available for R1 is 55 points (A + B + C)	

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

INSERT:

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

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

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

			professionals, technical users and end users in project coordination, schedules, and synchronization tasks. (ii.) Facilitate project meetings (bookings, invitations, minutes, etc.). (iii.) Provide administrative and technical support of a clerical nature as required to a project team. (iv.) Assist in performing such tasks as maintaining project documentation and libraries. (v.) Track project changes (logs, deliverables and change requests). (vi.) Track financials for all projects. (vii.) Track resources. (viii.) Track project artefacts. (ix.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project. (x.) Manage terms of reference for governance bodies. (xi.) Manage distribution lists and internal project communications. To demonstrate experience, the Bidder is required to submit as part of their bid: i. The number of resources by category; ii. The name of the project and the organisation; iii. Copies of an invoice issued by the Bidder for work performed by these resources; and iv. A list of tasks completed with each invoice or a Statement of Work. For the purposes of evaluating this rated requirement, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		
017	**ATTACHMENT 4.1 - MANDATORY TECHNICAL CRITERIA** **Table 2: Level 3 Business Analyst**				

DELETE:

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

INSERT:

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

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

Table 4: Level 2 Project Coordinator

DELETE:

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

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

INSERT:

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

ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA

Table 3: Level 3 IT Project Manager

DELETE:

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

INSERT:

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

	will be considered for evaluation purposes.		

DELETE:

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

INSERT:

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

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

Table 4: Level 2 Project Coordinator

DELETE:

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

INSERT:

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

DELETE:

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

INSERT:

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

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

INSERT:

8.1 Business Analyst – French or English Essential

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

8.2 Business Analyst – Bilingual

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

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

DELETE:

12.0 LANGUAGE OF WORK

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

INSERT:

12.0 LANGUAGE OF WORK

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

APPENDIX D TO ANNEX A - CERTIFICATIONS AT THE TA STAGE

DELETE

4. CERTIFICATION OF LANGUAGE - English or Bilingual or French

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

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

INSERT:

5. CERTIFICATION OF LANGUAGE - English or Bilingual or French

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

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

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

ANNEX B
BASIS OF PAYMENT

DELETE:

INITIAL CONTRACT PERIOD:

Initial Contract Period

Year 1

(Date of Contract award to _____)

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

Initial Contract Period

Year 2

(_____ to _____)

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

OPTION PERIODS:

Option Period 1
(_____ to _____)

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

Option Period 2
(_____ to _____)

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

INSERT:

Initial Contract Period
Year 1
(Date of Contract award to _____)

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

P.9 IT Project Manager	**Level 3**	
P.7 Project Coordinator	**Level 2**	

Initial Contract Period

Year 2

(_____ to _____)

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

OPTION PERIODS:

Option Period 1

(_____ to _____)

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

Option Period 2

(_____ to _____)

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

B.1 Business Analyst French or English essential	**Level 3**	
P.9 IT Project Manager	**Level 3**	
P.7 Project Coordinator	**Level 2**	

ATTACHMENT 3.1 - BID SUBMISSION FORM

DELETE:

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

INSERT:

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

Business Analyst	**3**	**Bilingual**	**Secret**	
Business Analyst	**3**	**English/French**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
IT Project Manager	**3**	**English/French**	**Secret**	
Project Coordinator	**2**	**English/French**	**Secret**	
Project Coordinator	**2**	**English/French**	**Secret**	

ATTACHMENT 4.3 - PRICING SCHEDULE

DELETE:

Initial Contract Period – Year One

Date of Contract award to _____

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

Initial Contract Period – Year Two

_____ to _____

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

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

Option Period 1

_____ to _____

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

Option Period 2

_____ to _____

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

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

INSERT:

Initial Contract Period – Year One

Date of Contract award to _____

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

Initial Contract Period – Year Two

_____ to _____

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

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

Option Period 1
_____ to _____

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

Option Period 2
_____ to _____

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

Category	Expertise	Resources	Days	or Median Rate (if applicable)	x E)
B.1 Business Analyst Bilingual	Level 3	3	220	$	$
B.1 Business Analyst French or English essential	Level 3	2	220	$	$
P.9 IT Project Manager	Level 3	5	220	$	$
P.7 Project Coordinator	Level 2	3	220	$	$
				Total Price Option Period 2	$ **<TBD>**

019

ATTACHMENT 4.1 - MANDATORY TECHNICAL CRITERIA

Table 2: Level 3 Business Analyst

DELETE:

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

INSERT:

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

Table 3: Level 3 IT Project Manager

DELETE:

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

INSERT:

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

DELETE:

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

INSERT:

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

		environment of over 1,000 users. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		

020 **ATTACHMENT 4.1 - MANDATORY TECHNICAL CRITERIA**

Table 3: Level 3 IT Project Manager

DELETE:

M7	The Bidder must demonstrate that the proposed resource has at least twelve (12) years of experience as the IT Project Manager managing a minimum of two (2) IM/IT projects in those ten years which included leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		

INSERT:

M7	The Bidder must demonstrate that the proposed resource has at least twelve (12) years of experience as the IT Project Manager managing a minimum of two (2) IM/IT projects in those twelve years which included leading a team that implemented new products or software upgrades or hardware products in an environment of over 1,000 users. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		

021 **ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA**

Table 1: Corporate Criteria

DELETE:

R1	The Bidder should demonstrate that they have recent experience providing the services of	Points will be awarded	

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

			which covers scope, time, cost, quality, HR, risk, communications and procurement management; (ii.) Develop Project WBS and Project Schedule (iii.) Manage several Project Leaders, each responsible for an element of the project and its associated project team. (iv.) Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters. (v.) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof. (vi.) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team. (vii.) Ensure compliance to IM/IT processes that are applicable to projects, including but not limited to Business Planning, Change Management, Configuration Management, Release Management, and Organizational Change Management. (viii.) Report progress of the project on an ongoing basis and at scheduled points in the life cycle (dashboard, change requests, status). (ix.) Meet in conference with stakeholders and other IT Project Managers and states problems in a form capable of being solved. (x.) Maintain and update project documents throughout the project lifecycle (e.g. Project Schedule; Project Interdependency Map; Project Status Reports; Issues and Decisions Log; Risk Log; Project Deliverables	**Project Coordinators** 2 to 4 people = 2 points 5 to 7 people = 5 points 8 to 10 people = 10 points >10 people = 15 points (C) The maximum number of points available for R1 is 55 points (A + B + C)	

			Dashboard). (xi.) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools. (xii.) Project close-out and sign-off. **Level 2 Project Coordinators** are defined as resources having between 5 and 10 years of experience that perform a minimum of 7 tasks out of the following 11 tasks: (i.) Assist project management professionals, technical users and end users in project coordination, schedules, and synchronization tasks. (ii.) Facilitate project meetings (bookings, invitations, minutes, etc.). (iii.) Provide administrative and technical support of a clerical nature as required to a project team. (iv.) Assist in performing such tasks as maintaining project documentation and libraries. (v.) Track project changes (logs, deliverables and change requests). (vi.) Track financials for all projects. (vii.) Track resources. (viii.) Track project artefacts. (ix.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project. (x.) Manage terms of reference for governance bodies. (xi.) Manage distribution lists and internal project communications. To demonstrate experience, the Bidder is required to submit as part of their bid: i. The number of resources by category; ii. The name of the project and the organisation; iii. Copies of an invoice issued by the Bidder for work performed by these resources; and		

		v. A list of tasks completed with each invoice or a Statement of Work. For the purposes of evaluating this rated requirement, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		

INSERT:

	R1	The Bidder should demonstrate that they have recent experience providing the services of Business Analysts (Level 3), IT Project Managers (Level 3), and Project Coordinators (Level 2 or Level 3) to outside clients*. *"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. **Level 3 Business Analysts** are defined as resources with 10+ years of experience that perform the following tasks: (i.) Develop and document statements of requirements for considered alternatives. (ii.) Develop high level functional and technical requirements and specifications through the use of business process maps, Use Cases, JAD sessions and documented outcome, business workflow and organizational models, data definitions and logical data models and/or solution prototypes. (iii.) Perform business analyses of functional requirements to identify information, procedures, and decision flows. (iv.) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems. (v.) Define and document interfaces of manual to automated operations within	Points will be awarded based on the number of different people the Bidder has provided under Contract for each of the following categories. **Business Analysts** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14 people = 15 points >14 people = 20 points (A) **IT Project**	

			application subsystems, to external systems, and between new and existing systems. (vi.) Establish acceptance test criteria with client. (vii.) Support and use the selected departmental methodologies. **Level 3 IT Project Managers** are defined as resources with 10+ years of experience, or 5+ years of experience with a recognized professional certification that perform the following tasks: (i.) Develop Project Management Plan which covers scope, time, cost, quality, HR, risk, communications and procurement management; (ii.) Develop Project WBS and Project Schedule (iii.) Manage several Project Leaders, each responsible for an element of the project and its associated project team. (iv.) Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters. (v.) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof. (vi.) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team. (vii.) Ensure compliance to IM/IT processes that are applicable to projects, including but not limited to Business Planning, Change Management, Configuration Management, Release Management, and Organizational Change	**Managers** 5 to 7 people = 5 points 8 to 10 people = 10 points 11 to 14 people = 15 points >14 people = 20 points (B) **Project Coordinators** 2 to 4 people = 2 points 5 to 7 people = 5 points 8 to 10 people = 10 points >10 people = 15 points (C) The maximum number of points available for R1 is 55 points (A + B + C)	

			Management. (viii.) Report progress of the project on an ongoing basis and at scheduled points in the life cycle (dashboard, change requests, status). (ix.) Meet in conference with stakeholders and other IT Project Managers and states problems in a form capable of being solved. (x.) Maintain and update project documents throughout the project lifecycle (e.g. Project Schedule; Project Interdependency Map; Project Status Reports; Issues and Decisions Log; Risk Log; Project Deliverables Dashboard). (xi.) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools. (xii.) Project close-out and sign-off. **Level 2 Project Coordinators** are defined as resources having between 5 and 10 years of experience that perform a minimum of 7 tasks out of the following 11 tasks: (i.) Assist project management professionals, technical users and end users in project coordination, schedules, and synchronization tasks. (ii.) Facilitate project meetings (bookings, invitations, minutes, etc.). (iii.) Provide administrative and technical support of a clerical nature as required to a project team. (iv.) Assist in performing such tasks as maintaining project documentation and libraries. (v.) Track project changes (logs, deliverables and change requests). (vi.) Track financials for all projects. (vii.) Track resources. (viii.) Track project artefacts. (ix.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the		

			project. (x.) Manage terms of reference for governance bodies. (xi.) Manage distribution lists and internal project communications. To demonstrate experience, the Bidder is required to submit as part of their bid: i. The number of resources by category; ii. The name of the project and the organisation; iii. Copies of invoices issued by the Bidder for work performed by each resource for a period of six consecutive months; and vi. A list of tasks completed with each invoice or a Statement of Work. For the purposes of evaluating this rated requirement, where the Bidder is a Joint Venture, copies of invoices issued by any Joint Venture member will be accepted. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		
022	**ATTACHMENT 4.1: MANDATORY TECHNICAL CRITERIA** **Table 1: Corporate Criteria** **DELETE:**				
		M1	The Bidder must demonstrate that it generated a business volume of at least $15,000,000 ($15 M) in the last five (5) years providing IT Professional Business Transformative Services* to outside clients**. The Bidder must demonstrate this experience by providing a maximum of four (4) contracts for IT Professional Business Transformative Services including the following information: (i.) The Contract number; (ii.) The start date of the Contract; (iii.) The Contract value (applicable tax included); (iv.) The name of the client organization (e.g. PCO); and		

	(v.) The resource category (vi.) The name, e-mail address, and title for a customer reference. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail. *Business Transformative Services are services that enable an organization to implement fundamental changes in how business is conducted including strategy, people, technology, change management as well as organizational implications and to operate the business by transforming strategic plans into tangible benefits built on interoperability and integration activities, strategic designs and vision. **"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. For the purposes of evaluating this criterion, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered.		

INSERT:

M1	The Bidder must demonstrate that it has been awarded contracts with the combined value of at least $15,000,000 ($15 M) in the last five (5) years for IT Professional Business Transformative Services* to outside clients**. The Bidder must demonstrate this experience by providing a maximum of four (4) contracts for IT Professional Business Transformative Services including the following information: (i.) The Contract number; (ii.) The start date of the Contract; (iii.) The front page of the contract showing the current contract value (applicable tax included);		

			(iv.) The name of the client organization (e.g. PCO); (v.) The resource category; and (vi.) The name, e-mail address, and title for a customer reference. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail. *Business Transformative Services are services that enable an organization to implement fundamental changes in how business is conducted including strategy, people, technology, change management as well as organizational implications and to operate the business by transforming strategic plans into tangible benefits built on interoperability and integration activities, strategic designs and vision. **"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. For the purposes of evaluating this criterion, where the Bidder is a Joint Venture, contracts awarded to any Joint Venture member will be accepted.		

023

ATTACHMENT 4.2

POINT-RATED TECHNICAL CRITERIA

R3, R11, R12, R13, R14, and R15

DELETE:

Scoring Method
Points will be awarded for experience demonstrated in the following manner: 2 Projects = 5 points 3 Projects = 7 points 4+ Projects = 10 points

INSERT:

Scoring Method
Points will be awarded for experience demonstrated in the following manner: Less than 2 Projects = 0 points 2 Projects = 5 points 3 Projects = 7 points 4 or more Projects = 10 points

R4

DELETE:

Scoring Method
Points will be awarded for experience demonstrated in the following manner: 2 Business Cases = 5 points 3 Business Cases = 7 points 4+ Business Cases = 10 points

INSERT:

Scoring Method
Points will be awarded for experience demonstrated in the following manner: Less than 2 Business Cases = 0 points 2 Business Cases = 5 points 3 Business Cases = 7 points 4 or more Business Cases = 10 points

R5, R6, R7, and R8

DELETE:

Scoring Method

Points will be awarded for experience demonstrated in the following manner: 10 years = 5 points 12 years = 7 points 12+ years = 10 points

INSERT:

Scoring Method
Points will be awarded for experience demonstrated in the following manner: Less than 10 years = 0 points 10 years to less than 12 years = 5 points 12 years = 7 points More than 12 years = 10 points

R10

DELETE:

Scoring Method
Points will be awarded for experience demonstrated in the following manner: 5 artefacts = 5 points 6 to 10 artefacts = 10 points

INSERT:

Scoring Method
Points will be awarded for experience demonstrated in the following manner: Less than 5 artefacts = 0 points 5 artefacts = 5 points 6 to 10 artefacts = 10 points

R16 and R17

DELETE:

Scoring Method
Points will be awarded for experience demonstrated in the following manner: 5 years = 5 points 7 years = 7 points 8+ years = 10 points

INSERT:

Scoring Method
Points will be awarded for experience demonstrated in the following manner: Less than 5 years = 0 points 5 to less than 7 years = 5 points 7 years to less than 8 years = 7 points 8 or more years = 10 points

024

ATTACHMENT 4.2 - POINT-RATED TECHNICAL CRITERIA

Table 1: Corporate Criteria

DELETE:

R1	The Bidder should demonstrate that they have recent experience providing the services of Business Analysts (Level 3), IT Project Managers (Level 3), and Project Coordinators (Level 2 or Level 3) to outside clients*. *"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. **Level 3 Business Analysts** are defined as resources with 10+ years of experience that perform the following tasks: (i.) Develop and document statements of requirements for considered alternatives. (ii.) Develop high level functional and technical requirements and specifications through the use of	Points will be awarded based on the number of different people the Bidder has provided under Contract for each of the following categories. **Business Analysts** 5 to 7 people	

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

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

		(iii.) Provide administrative and technical support of a clerical nature as required to a project team. (iv.) Assist in performing such tasks as maintaining project documentation and libraries. (v.) Track project changes (logs, deliverables and change requests). (vi.) Track financials for all projects. (vii.) Track resources. (viii.) Track project artefacts. (ix.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project. (x.) Manage terms of reference for governance bodies. (xi.) Manage distribution lists and internal project communications. To demonstrate experience, the Bidder is required to submit as part of their bid: (i.) The number of resources by category; (ii.) The name of the project and the organisation; (iii.) Copies of invoices issued by the Bidder for work performed by each resource for a period of six consecutive months; and (iv.) A list of tasks completed with each invoice or a Statement of Work. For the purposes of evaluating this rated requirement, where the Bidder is a Joint Venture, copies of invoices issued by any Joint Venture member will be accepted. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		

INSERT:

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

			(Level 2 or Level 3) to outside clients*. *"Outside Clients" are defined as any legal entities that are not a parent, subsidiary or affiliate of the Bidder. This is applicable to all members of any Joint Venture submitting a bid. **Level 3 Business Analysts** are defined as resources with 10+ years of experience that perform a minimum of 4 tasks out of the following 7 tasks: (i) Develop and document statements of requirements for considered alternatives. (ii) Develop high level functional and technical requirements and specifications through the use of business process maps, Use Cases, JAD sessions and documented outcome, business workflow and organizational models, data definitions and logical data models and/or solution prototypes. (iii) Perform business analyses of functional requirements to identify information, procedures, and decision flows. (iv) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems. (v) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems. (vi) Establish acceptance test criteria with client. (vii) Support and use the selected departmental methodologies. **Level 3 IT Project Managers** are defined as resources with 10+ years of experience, or 5+ years of experience with a recognized professional certification that perform a minimum of 7 tasks out of the following 12 tasks: (i.) Develop Project Management Plan	different people the Bidder has provided under Contract for each of the following categories. **Business Analysts** 1 to 3 people = 5 points 4 to 6 people = 10 points 7 to 9 people = 15 points 10 or more people = 20 points (A) **IT Project Managers** 1 to 3 people = 5 points 4 to 6 people = 10 points 7 to 9 people = 15 points 10 or more people = 20 points (A) **Project Coordinator**	

			which covers scope, time, cost, quality, HR, risk, communications and procurement management; (ii.) Develop Project WBS and Project Schedule (iii.) Manage several Project Leaders, each responsible for an element of the project and its associated project team. (iv.) Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters. (v.) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof. (vi.) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team. (vii.) Ensure compliance to IM/IT processes that are applicable to projects, including but not limited to Business Planning, Change Management, Configuration Management, Release Management, and Organizational Change Management. (viii.) Report progress of the project on an ongoing basis and at scheduled points in the life cycle (dashboard, change requests, status). (ix.) Meet in conference with stakeholders and other IT Project Managers and states problems in a form capable of being solved. (x.) Maintain and update project documents throughout the project lifecycle (e.g. Project Schedule; Project Interdependency Map; Project Status Reports; Issues and Decisions Log; Risk Log; Project Deliverables	**s** 1 to 2 people = 2 points 3 to 4 people = 5 points 5 people = 10 points 6 or more people = 15 points (C) The maximum number of points available for R1 is 55 points (A + B + C)	

			Dashboard). (xi.) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools. (xii.) Project close-out and sign-off. **Level 2 Project Coordinators** are defined as resources having between 5 and 10 years of experience that perform a minimum of 7 tasks out of the following 11 tasks: (i.) Assist project management professionals, technical users and end users in project coordination, schedules, and synchronization tasks. (ii.) Facilitate project meetings (bookings, invitations, minutes, etc.). (iii.) Provide administrative and technical support of a clerical nature as required to a project team. (iv.) Assist in performing such tasks as maintaining project documentation and libraries. (v.) Track project changes (logs, deliverables and change requests). (vi.) Track financials for all projects. (vii.) Track resources. (viii.) Track project artefacts. (ix.) Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project. (x.) Manage terms of reference for governance bodies. (xi.) Manage distribution lists and internal project communications. To demonstrate experience, the Bidder is required to submit as part of their bid: (i.) The number of resources by category; (ii.) The name of the project and the organisation; (iii.) Copies of invoices issued by the Bidder for work performed by each resource for a period of six consecutive months; and		

			(iv.) A list of tasks completed with each invoice or a Statement of Work. For the purposes of evaluating this rated requirement, where the Bidder is a Joint Venture, copies of invoices issued by any Joint Venture member will be accepted. Only experience claimed since January 1, 2002 will be considered for evaluation purposes.		

ALL OTHERS TERMS AND CONDITIONS REMAIN UNCHANGED.