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Quebec

K1A 0S5

Bid Fax: (819) 997-9776

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

Vendor/Firm Name and Address

**Raison sociale et adresse du
fournisseur/de l'entrepreneur**

Issuing Office - Bureau de distribution

Business Operations Support Systems
Division/Systèmes de soutien des activités
opérationnelles

Portage III 12C1 - 42

11 Laurier Street/11, rue Laurier

Gatineau

Quebec

K1A 0S5

Title - Sujet IMIT MANGEMENT & PROJEC SERVICES	
Solicitation No. - N° de l'invitation QA001-175431/A	Amendment No. - N° modif. 003
Client Reference No. - N° de référence du client QA001-175431	Date 2017-05-19
GETS Reference No. - N° de référence de SEAG PW-\$\$XS-003-31395	
File No. - N° de dossier 003xs.QA001-175431	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2017-06-08	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Smith, Kenneth	Buyer Id - Id de l'acheteur 003xs
Telephone No. - N° de téléphone (819) 420-2211 ()	FAX No. - N° de FAX (819) 956-8303
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée	Delivery Offered - Livraison proposée
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur	
Telephone No. - N° de téléphone Facsimile No. - N° de télécopieur	
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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IM/IT Management and Project Services

Bid Solicitation Amendment No. 003

Part A: Questions and Answers

Question No. 2

Regarding R-4 Bench Strength, bidders are asked to identify additional resources “where the Bidder has contracted (under the TBIPS SA) the services of the individual...” Due to the large number of resources required in this solicitation, please confirm that R-4 can include individuals that the Bidder provided under the TBIPS SA through a third party.

Answer No. 2

Yes, in the event that the Bidder provided the resource to a GC client under a sub-contract arrangement with another TBIPS SA Holder, in addition to identifying the end Client Organization Name (as indicated in the R-4 response table) the Bidder should also include the name and contact information of the TBIPS SA Holder for the purposes of verification. Please see RFP change #3 below.

Question No. 4

Workstream #2, Business Analyst, Point-Rated Criteria, a).

Would INFC accept an ITIL certification as a professional accreditation?

Answer No. 4

No, ITIL certification is not equivalent to a professional accreditation in Business Analysis (i.e. CBAP or PMI-PBA) for a Business Analyst, Level 2 or Business Analyst, Level 3.

Question No. 5

Attachment 4.1 – BID EVALUATION CRITERIA

4. Mandatory Evaluation Criteria (Workstream 2), M-4 Demonstrated Corporate Capability (Workstream 2)

In the first sentence of M-4 it states: “Each of the identified resources must have previously been contracted by the Bidder for a minimum period of six months within the last two years.”, and this is repeated as a Mandatory Requirement in all Resource Grids within M-4.

Given that a Bidder must meet M-1 Corporate Experience by providing three Customer Reference Contracts with a cumulative billed value of \$10M (Canadian, including taxes), where the Bidder was contracted to deliver IM/IT professional services; and, given that of the three Customer Reference Contracts provided, at least one contract must have been for a Government of Canada Department or Agency and had a minimum billed value of \$5M (Canadian, including taxes), over a cumulative period of three years or less, we believe that the Crown will have ample proof that a Bidder has the capabilities to

successfully provide any of the Resource Categories identified in this RFP without requiring a Bidder to have previously contracted a proposed Resource for a minimum period of six months within the last two years.

We believe that this requirement:

- overly favours any of the identified current incumbents who have been providing these services and specific Resource Categories to INFC for the past two years and more, thereby limiting competition;
- limits the pool of Resources any competent, professional, proven-experienced Bidder may offer to INFC – to the detriment of INFC; and,
- is in no way an indicator of a Bidder's ability to provide qualified Resources to INFC, or for that matter, of providing INFC an assurance that they will be receiving qualified and motivated Resources.

We request that the Crown please remove this requirement from all M.4 Resource Grids (and all Resource Grids of Workstream 1). Will the Crown please confirm?

Answer No. 5

To clarify the approach, the mandatory requirement for "Corporate Experience" (#M-1 and M-3 as applicable to Workstream 1 and 2, respectively) requires that the Bidder have demonstrated experience providing IM/IT professional services for contracts of a similar size as contract(s) that will result from this RFP. Whereas the mandatory requirement for "Demonstrated Corporate Capability" (#M-2 and M-4 as applicable to Workstream 1 and 2, respectively) requires that the Bidder have demonstrated experience providing resources in the specific categories that will be required under the resulting contract(s). These requirements are not limited to work at INFC and as such do not favour any company that has previously provided professional services resources to INFC.

The RFP remains unchanged.

Question No. 6

APPENDIX C to ANNEX A

Resource Assessment Criteria and Response Table

Mandatory Assessment Criteria (As and when requested Resources), Workstream 2 IM/IT Project Services

As part of the Tasking Assessment Procedure, for all Resource Categories (with the exception of 4. Project Administrator Level 2, and, 5. Project Administrator Level 3) a Mandatory Requirement states that:

"The Contractor must demonstrate that it has previously contracted the proposed resource for a minimum period of six months within the last two years ...".

We believe that this requirement over the five-year life of any resultant Contract (initial two years plus three one-year option periods):

- limits the pool of Resources any competent, professional, proven-experienced Bidder may offer to INFC – to the detriment of INFC;

- is in no way an indicator of any Bidder's ability over a five-year period to provide qualified Resources to INFC, or for that matter, of providing INFC an assurance that they will be receiving qualified and motivated Resources; and,
- becomes virtually irrelevant over a five-year period once a Bidder is successfully working with INFC to provide the services identified in this RFP.

We request that the Crown please remove this requirement from all APPENDIX C to ANNEX A Resource Grids. Will the Crown please confirm?

Answer No. 6

Appendix C to Annex A has been corrected and replaced, see RFP Change #4 below.

Question No. 7

Attachment 4.1 – BID EVALUATION CRITERIA

4. Mandatory Evaluation Criteria (Workstream 2), M-4 Demonstrated Corporate Capability (Workstream 2)

The Table in M-4 indicates the following for the Project Manager Resource Category:

TBIPS Resource Category	Level	# resources to be identified
6) Project Manager	Level 2	2 (Level 2 or 3)
7) Project Manager	Level 3	

Please confirm that the Crown will accept for the Project Manager Category:

- Two identified Project Manager Level 2's; or,
- Two identified Project Manager Level 3's; or,
- One identified Project Manager Level 2, and, One identified Project Manager Level 3?

Answer No. 7

Yes, your understanding (a, b, or c above) is correct.

Question No. 8

Attachment 4.1 – BID EVALUATION CRITERIA

5. Point-Rated Evaluation Criteria (Workstream 2), R-4 Bench Strength

In the first sentence of R-4 it states: "... in addition to the nine resources identified in response to mandatory #M-4 above, ..." Will the Crown please confirm that this should read "eight" resources and not "nine"?

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Answer No. 8

Yes, it should read “eight”, see RFP Change #3 below.

Question No. 9

Attachment 4.1 – BID EVALUATION CRITERIA

5. Point-Rated Evaluation Criteria (Workstream 2), R-4 Bench Strength

The end of the first sentence in R-4 states: “... in any of the following TBIPS categories:

- Application / Software Architect
- IM Architect
- Technology Architect
- Application / Software Architect
- GIS Application Architect”

“Application / Software Architect” is repeated. Could the Crown please clarify?

Answer No. 9

The 2nd instance of “Application / Software Architect” is a misprint and should be removed from the bulleted list, see RFP Change #3 below.

Part B: RFP Changes

#3 At Attachment 4.1 – Bid Evaluation Criteria, Section 5 – Point-Rated Criteria (Workstream 2), R-4 Bench Strength:

Delete: R-4 Bench Strength in its entirety.

And Replace With:

The Bidder should further demonstrate its bench strength in the area of project management and support professional services by identifying by name up to four individual resources, in addition to the eight resources identified in response to mandatory #M-4 above, where the Bidder has contracted (under the TBIPS SA) the services of the individual for a minimum of 200 cumulative billed days, within the last two years, in the National Capital Region (NCR), in any of the following TBIPS categories:

- Application / Software Architect
- IM Architect
- Technology Architect
- GIS Application Architect

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Resources	Resource Name	TBIPS Category & Level	# of billed days	Client Organization Name & Location	Sub-Contractor (TBIPS SA Holder) Name and Contact Information	Contract / Reference #	Contract Period
Consultant #1:	e.g. John Smith	A.1 Application / Software Architect, L3	63	NavCanada		555123456	Jan 2014 to March 2014
		A.1 Application / Software Architect, L3	164	Treasury Board, Secretariat		63490AB	Jul 2014 to March 2015
	Sub-total (min 200)		227				
Consultant #2:							
Consultant #3:							
Consultant #4:							

Evaluation Criteria: The Bidder will be awarded up to 240 points (60 points per resource).

#4 At Appendix C to Annex A – Resource Assessment Criteria and Response Table:

Delete: Appendix C to Annex A in its entirety.

And Replace With:

Appendix C to Annex A – Resource Assessment Criteria and Response Table below.

APPENDIX C to ANNEX A

Resource Assessment Criteria and Response Table

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Definitions

The following definitions apply to the evaluation criteria that follows.

- 1) Application Development is defined as the development of new application, a release of an existing application or a new sub-component/ module of an overall application solution.
- 2) Software Development Life Cycle (SDLC) refers to the methodology/process being followed in software development projects. Methodologies include the traditional waterfall process, which is very systematic, to the agile method, which is based on early delivery and quick continuous improvement.
- 3) Java refers to applications developed on the Java/J2EE 2 Platform, Enterprise Edition (J2EE) platform, version 1.3 or more recent.
- 4) .NET refers to applications developed on the Microsoft.NET Framework.
- 5) Customer Reference Contract describes a contract that the Bidder held to deliver services to a customer and is used to demonstrate the Bidder's experience.
- 6) Customer Reference Project describes a customer project that the proposed resource worked on and is used to demonstrate the resource's experience.
- 7) Microsoft Corporation (MS).
- 8) Business Intelligence (BI) tools are a type of application software that includes data management tools, data discovery applications and reporting tools (including dashboards and visualization software).
- 9) Information Management (IM).
- 10) Information Technology (IT).

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Instructions

The following information and instructions relate to the submission and evaluation of the mandatory assessment criteria contained in this document.

- i. The Contractor should fully complete the Resource Assessment Criteria (i.e. tables) that follow. Résumés are not required for the proposed resources.
- ii. There will be some requirements, in specific categories, for bilingual resources. Bilingual requirements will be identified in the TA as applicable.
- iii. It should be noted that cutting and pasting wording from the requirement and/or simply citing the experience does not constitute demonstration of the requirement. The Contractor must substantiate all claims of experience by providing a description of the resource's role on the cited Customer Reference Project including context or other pertinent information which validates the candidate's experience (e.g. deliverable provided, tools used, method utilized, outcome achieved, etc.). If the Contractor's response does not fully demonstrate that the requirement is met by the cited, then the experience will not be considered.
- iv. Where the criteria specifies experience within a specific timeframe (e.g. within ten years) it is the period of time preceding the issuance date of the specific Task Authorization.
- v. For any customer reference project provided in response to the Resource Assessment Criteria to be considered, the proposed named resource must have worked on the Customer Reference Project for the minimum duration stipulated (i.e. Level 2 = 4 months, Level 3 = 6 months).
- vi. The Contractor is requested to include complete customer contact information for each Customer Reference Project (used to demonstrate experience) including name, title, and telephone number or e-mail address. Canada reserves the right to request customer contact information for the purposes of verification.
- vii. If more than the requested number of Customer Reference Projects are provided (e.g. maximum 3 Customer Reference Projects), Canada will only evaluate the maximum number stipulated in the order in which they are set out in the Contractor's response.
- viii. Canada reserves the right to verify any information provided in the Contractor's response to the Resource Assessment Criteria; the applicable customer reference will be asked to verify the information provided.

Mandatory Assessment Criteria (As and when requested Resources)

To facilitate resource assessment, the Contractor must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

Workstream 1 IM/IT Management Services

1. Organizational Development Consultant (Level 3)

Resource Assessment Criteria		
Resource Category	1. Organizational Development Consultant, Level 3	
Name of Proposed Resource:	<insert name>	
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-1.1	<p>The proposed resource must have experience in the proposed resource category including:</p> <p>a) a minimum of ten years of cumulative experience, within the twelve years preceding the closing date of this solicitation, working as an Organizational Development Consultant (as defined in section 3.1 of Annex A, SOW); and</p> <p>b) that within that body of experience, the resource has experience performing at least eight (out of twelve) tasks listed for a minimum of six cumulative months of experience per task:</p> <p>1) Enable, facilitate, and mediate the evolution of the various organizational or departmental structures toward the organization's or department's desired outcome or structure;</p> <p>2) Assist with organizational needs assessment and strategic planning to ensure development of human capital to meet business objectives and goals;</p> <p>3) Provide advice, support and consultation to senior staff, business unit requests, and front line management to achieve strategic initiatives and goals;</p> <p>4) Research, design, implement and maintain employee development programs including leadership development and other management development programs;</p> <p>5) Develop and implement processes to measure the effectiveness of development and learning efforts to ensure performance improvements are focused on measurable and attainable results;</p>	

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Resource Assessment Criteria		
Resource Category	1. Organizational Development Consultant, Level 3	
Name of Proposed Resource:	<insert name>	
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
	<div>6) Serve as an expert resource by collaborating with HR and business unit executives to ensure clear standards and metrics linked to talent reviews and employee development plans;</div> <div>7) Develop strategic partnerships with other internal project managers to identify and consult on change management initiatives to support strategic projects requiring organizational culture change;</div> <div>8) Proactively address and respond to Organizational Development issues by bringing key stakeholders together to assess root causes and performance gaps and recommend appropriate interventions;</div> <div>9) Practice continuous improvement processes and procedures, eliminating non-value added activities.</div> <div>10) Conduct focus groups and/or process improvement sessions as needed;</div> <div>11) Implement and manage the organization's training to ensure cost effective employee development activities that support the organization's strategic initiatives; and</div> <div>12) Manage and facilitate organizational initiatives and projects as requested.</div> <div>The required experience can be demonstrated over one or more Customer Reference Projects.</div>	
M-1.2	<div>The resource must have experience on a minimum of two Customer Reference Projects where the resource provided guidance and advice related to strategic IM/IT transformation initiatives in support of business stakeholders.</div> <div>To be considered, the resource must have worked on the Customer Reference Project for a minimum duration of six months.</div>	

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2. Business Transformation Architect (Level 3)

Resource Assessment Criteria		
Resource Category		2. Business Transformation Architect, Level 3
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-2.1	<p>The proposed resource must have experience in the proposed resource category including:</p> <p>a) a minimum of ten years of cumulative experience, within the twelve years preceding the closing date of this solicitation, working as a Business Transformation Architect (as defined in section 3.2 of Annex A, SOW); and</p> <p>b) that within that body of experience, the resource has experience performing each of the seven tasks listed for a minimum of six cumulative months of experience per task:</p> <p>1) Analysis and development of business "critical success factors".</p> <p>2) Analysis and development of architecture requirements design, process development, process mapping and training.</p> <p>3) Responsible for leading other functional staff to define business strategy and processes in support of transformation and change management activities.</p> <p>4) Participate in change impact analysis and change management activities.</p> <p>5) Participate in organizational realignment (job re-design organizational re-structuring).</p> <p>6) Coordinate development of training and coordination with other stakeholders.</p> <p>7) Create presentations and present to various stakeholders, and facilitate meetings and discussions.</p> <p>The required experience can be demonstrated over one or more Customer Reference Projects.</p>	
M-2.2	<p>The resource must have a minimum of five years of experience, within the twelve years preceding the closing date of this solicitation, conducting reviews of existing systems and business processes to identify strategies and processes in support of IM/IT and business transformation activities.</p>	

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3. Project Executive (Level 3)

Resource Assessment Criteria		
Resource Category	3. Project Executive, Level 3	
Name of Proposed Resource:	<insert name>	
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-3.1	<p>The proposed resource must have experience in the proposed resource category including:</p> <ul style="list-style-type: none"> a) a minimum of ten years of cumulative experience, within the twelve years preceding the closing date of this solicitation, working as a Project Executive (as defined in section 3.3 of Annex A, SOW); and b) that within that body of experience, the resource has experience performing at least six (out of eight) tasks listed for a minimum of six cumulative months of experience per task unless otherwise specified: <ul style="list-style-type: none"> 1) Develop project objectives and strategies for IM/IT transformation initiatives in support of business stakeholders; 2) Develop project planning and approval documents such as business cases, project charters, and TB submissions; 3) Develop and deliver communications at executive levels to create awareness and support with the organization for the project / initiative; 4) Obtain project sign-off; 5) Provide leadership and oversight of strategic IM/IT projects and change initiatives; 6) Meet with other organizational executives to ensure all stakeholders are committed and moving forward on project and organizational goals; 7) Develop, initiate, monitor and report on risk management procedures to ensure all risks have mitigations, and residual risks are acceptable to senior stakeholders; and 8) Resolve issues related to the project. <p>The required experience can be demonstrated over one or more Customer Reference Projects.</p>	
M-3.2	<p>The resource must have experience as a Project Executive on a minimum of two Customer Reference Projects where the resource developed the business case or project charter for an IM/IT transformation project, with a budget of at least \$5M that was approved.</p>	

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Resource Assessment Criteria		
Resource Category	3. Project Executive, Level 3	
Name of Proposed Resource:	<insert name>	
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
	To be considered, the resource must have worked on the Customer Reference Project for a minimum duration of six months.	

Workstream 2 IM/IT Project Services

4. Project Administrator (Level 2)

Resource Assessment Criteria		
Resource Category	4. Project Administrator, Level 2	
Name of Proposed Resource:	<insert name>	
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-4.1	<p>The proposed resource must have experience in the proposed resource category including:</p> <p>a) a minimum of five years of cumulative experience, within the eight years preceding the closing date of this solicitation, working as a Project Administrator (as defined in section 3.4 of Annex A, SOW); and</p> <p>b) that within that body of experience, the resource has experience performing at least four (out of six) tasks listed for a minimum of four cumulative months of experience per task:</p> <p>1) Provide administrative support to a team of IM/IT resources;</p> <p>2) Document IM/IT project information in manual and/or electronic files, project information might include such things as project activity schedule, status reports, and correspondence;</p> <p>3) Use the Microsoft Office suite;</p> <p>4) Organize and schedule meetings, documenting meeting minutes, records of decision, etc.;</p> <p>5) Create financial approval documents, track expenses, and maintain a budget document; and</p>	

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Resource Assessment Criteria		
Resource Category		4. Project Administrator, Level 2
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
	6) Provide procurement administrative support including drafting TA amendments, maintaining contract management files, processing invoices, etc. The required experience can be demonstrated over one or more Customer Reference Projects.	
M-4.2	The proposed The resource must have a minimum of two years of experience, within the last three years, as a Project Administrator using the Microsoft Office suite.	

5. Project Administrator (Level 3)

Resource Assessment Criteria		
Resource Category		5. Project Administrator, Level 3
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-5.1	<p>The proposed resource must have experience in the proposed resource category including:</p> <p>a) a minimum of ten years of cumulative experience, within the twelve years preceding the closing date of this solicitation, working as a Project Administrator (as defined in section 3.5 of Annex A, SOW); and</p> <p>b) that within that body of experience, the resource has experience performing at least five (out of seven) tasks listed for a minimum of four cumulative months of experience per task:</p> <p>1) Assist project management and IM/IT professionals, technical users and end users in simple routine tasks;</p> <p>2) Provide administrative and technical support of a clerical nature as required to projects;</p> <p>3) Use the Microsoft Office suite, including MS Project, to create and update documents;</p> <p>4) Assist in performing such tasks as maintaining project documentation and application/system libraries;</p> <p>5) Act as the first point of contact in a "hot-line" situation by accepting incoming calls, logging calls, attempting</p>	

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Resource Assessment Criteria		
Resource Category	5. Project Administrator, Level 3	
Name of Proposed Resource:	<insert name>	
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
	<p>to resolve simple problems and following established procedures for more difficult problems;</p> <p>6) Track project change requests; and</p> <p>7) Maintain and update relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence.</p> <p>The required experience can be demonstrated over one or more Customer Reference Projects.</p>	
M-5.2	The proposed The resource must have a minimum of two years of experience, within the last three years, as a Project Administrator using the Microsoft Office suite.	

6. Project Manager (Level 2)

Resource Assessment Criteria		
Resource Category	6. Project Manager, Level 2	
Name of Proposed Resource:	<insert name>	
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-6.1	<p>The proposed resource must have experience in the proposed resource category including:</p> <p>a) a minimum of five years of cumulative experience, within the eight years preceding the closing date of this solicitation, working as a Project Manager (as defined in section 3.6 of Annex A, SOW); and</p> <p>b) that within that body of experience, the resource has experience performing at least eight (out of twelve) tasks listed for a minimum of four cumulative months of experience per task:</p> <p>1) Provide subject matter expertise in the areas of Risk Management, Integration Management, Change Management, Planning and Scheduling, Quality Management, and Earned Value Management;</p> <p>2) Manage the project during planning, monitoring, execution and closing phases;</p>	

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Resource Assessment Criteria		
Resource Category	6. Project Manager, Level 2	
Name of Proposed Resource:	<insert name>	
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
	<div>3) Create clear and attainable project objectives, building the project requirements, and managing project management constraints including cost, time, scope, and quality;</div> <div>4) Identify resource needs and work with the Technical Authority to assign individual responsibilities;</div> <div>5) Create and execute project work plans and timelines and revise as appropriate to meet changing needs and requirements;</div> <div>6) Manage day-to-day operational aspects of a project and scope, which includes reviewing deliverables prepared by team before presenting to stakeholders and resolve or escalate issues in a timely fashion;</div> <div>7) Communicate effectively relevant project information to team and stakeholders;</div> <div>8) Communicate project changes and updates to appropriate team members;</div> <div>9) Organise and facilitate team and stakeholder meetings to review work;</div> <div>10) Prepare regular status reports and distribute as necessary;</div> <div>11) Ensure documents are complete, current, and stored appropriately; and</div> <div>12) Provide documentation as required to support approval processes.</div> <div>The required experience can be demonstrated over one or more Customer Reference Projects.</div>	

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7. Project Manager (Level 3)

Resource Assessment Criteria		
Resource Category	7. Project Manager, Level 3	
Name of Proposed Resource:	<insert name>	
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-7.1	<p>The proposed resource must have experience in the proposed resource category including:</p> <p>a) a minimum of ten years of cumulative experience, within the twelve years preceding the closing date of this solicitation, working as a Project Manager (as defined in section 3.7 of Annex A, SOW); and</p> <p>b) that within that body of experience, the resource has experience performing at least nine (out of twelve) tasks listed for a minimum of four cumulative months of experience per task:</p> <p>1) Provide subject matter expertise in the areas of Risk Management, Integration Management, Change Management, Planning and Scheduling, Quality Management, and Earned Value Management;</p> <p>2) Manage the project during the planning, executing, monitoring and closing phases;</p> <p>3) Create clear and attainable project objectives, building the project requirements, and managing project management constraints including cost, time, scope, and quality;</p> <p>4) Identify resource needs and work with the Technical Authority to assign individual responsibilities;</p> <p>5) Create and execute project work plans and timelines and revise as appropriate to meet changing needs and requirements;</p> <p>6) Manage day-to-day operational aspects of a project and scope, which includes reviewing deliverables prepared by team before presenting to stakeholders and resolve or escalate issues in a timely fashion;</p> <p>7) Communicate effectively relevant project information to team and stakeholders;</p> <p>8) Document, evaluate impact of, seek approval for and communicate project changes and updates to appropriate team members;</p> <p>9) Organize and facilitate team and stakeholder meetings to review work;</p> <p>10) Prepare regular status reports and distribute as necessary:</p>	

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Resource Assessment Criteria		
Resource Category		7. Project Manager, Level 3
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
	<div>11) Ensure documents are complete, current, and stored appropriately; and</div> <div>12) Provide documentation as required to support approval processes.</div> <div>The required experience can be demonstrated over one or more Customer Reference Projects.</div>	
M-7.2	<div>The resource must have experience on a minimum of two Customer Reference Projects, within the eight years preceding the closing date of this solicitation, developing and delivering oral presentations to brief client management / executive on the status of an IM/IT project.</div> <div>To be considered, the resource must have worked on the Customer Reference Project for a minimum duration of six months.</div>	

8. Business Analyst, Level 2

Resource Assessment Criteria		
Resource Category		8. Business Analyst, Level 2
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-8.1	The proposed resource must have experience in the proposed resource category including:	
	<div>a) a minimum of five years of cumulative experience, within the eight years preceding the closing date of this solicitation, working as a Business Analyst (as defined in section 3.8 of Annex A, SOW); and</div> <div>b) that within that body of experience, the resource has experience performing at least five (out of eight) tasks listed for a minimum of four cumulative months of experience per task:</div>	

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Resource Assessment Criteria		
Resource Category	8. Business Analyst, Level 2	
Name of Proposed Resource:	<insert name>	
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
	<div>1) Determine operational objectives by studying business functions; gathering information; evaluating output requirements and formats;</div> <div>2) Perform business analyses of functional requirements to identify information, procedures, and decision flows;</div> <div>3) Ensure all documentation accurately reflect the current status of changes and outstanding issues so that business requirements reflect application features and functions;</div> <div>4) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems;</div> <div>5) Recommend controls by identifying problems and writing improved procedures;</div> <div>6) Establish acceptance test criteria with client;</div> <div>7) Provide references for users by writing and maintaining user documentation; providing help desk support; and training users; or</div> <div>8) Prepare reports by collecting, analyzing, and summarizing information and trends.</div> <div>The required experience can be demonstrated over one or more Customer Reference Projects.</div>	
M-8.2	<div>The resource must have a minimum of three years of experience, within the five years preceding the closing date of this solicitation, developing and documenting statements of requirements and performing business analysis of functional requirements to identify information, procedure and decision flows for application development, application delivery or information management projects.</div> <div>The required experience can be demonstrated over one or more Customer Reference Projects.</div>	
M-8.3	<div>The resource must have experience on a minimum of two Customer Reference Projects, within the five years preceding the closing date of this solicitation, facilitating Joint Application Development sessions with Business and IT Stakeholders to identify and develop system requirements.</div> <div>To be considered, the resource must have worked on the Customer Reference Project for a minimum duration of four months.</div>	

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Resource Assessment Criteria		
Resource Category		8. Business Analyst, Level 2
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-8.4	<p>The resource must have experience on a minimum of two Customer Reference Projects, within the five years preceding the closing date of this solicitation, translating functional AND non-functional business requirements into deliverables which include activity mapping, use cases, Business Requirements Documents, and process flow diagrams.</p> <p>To be considered, the resource must have worked on the Customer Reference Project for a minimum duration of four months.</p>	

9. Business Analyst, Level 3

Resource Category		9. Business Analyst, Level 3
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
‘A’	‘B’	‘C’
Criteria	Mandatory Requirement	Contractor's Response
M-9.1	<p>The proposed resource must have experience in the proposed resource category including:</p> <p>a) a minimum of ten years of cumulative experience, within the twelve years preceding the closing date of this solicitation, working as a Business Analyst (as defined in section 3.9 of Annex A, SOW); and</p> <p>b) that within that body of experience, the resource has experience performing at least six (out of nine) tasks listed for a minimum of six cumulative months of experience per task:</p> <p>1) Lead a team of Business Analysts, provide guidance and advice and assign tasks;</p> <p>2) Determine operational objectives by studying business functions; gathering information; evaluating output requirements and formats;</p> <p>3) Perform business analyses of functional requirements to identify information, procedures, and decision flows;</p> <p>4) Ensure all documentation accurately reflect the current status of changes and outstanding issues so</p>	

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Resource Category		9. Business Analyst, Level 3
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
	<p>that business requirements reflect application features and functions;</p> <p>5) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems;</p> <p>6) Recommend controls by identifying problems and writing improved procedures;</p> <p>7) Establish acceptance test criteria with client;</p> <p>8) Provide references for users by writing and maintaining user documentation; providing help desk support; and training users; or</p> <p>9) Prepare reports by collecting, analyzing, and summarizing information and trends.</p> <p>The required experience can be demonstrated over one or more Customer Reference Projects.</p>	
M-9.2	<p>The resource must have a minimum of five years of experience, within the eight years preceding the closing date of this solicitation, developing and documenting statements of requirements and performing business analysis of functional requirements to identify information, procedure and decision flows for application development, application delivery or information management projects.</p> <p>The required experience can be demonstrated over one or more Customer Reference Projects.</p>	
M-9.3	<p>The resource must have experience on a minimum of three Customer Reference Projects, within the eight years preceding the closing date of this solicitation, facilitating Joint Application Development sessions with Business and IT Stakeholders to identify and develop system requirements.</p> <p>To be considered, the resource must have worked on each of the Customer Reference Projects for a minimum duration of six months.</p>	
M-9.4	<p>The resource must have experience on a minimum of three Customer Reference Projects, within the eight years preceding the closing date of this solicitation, translating functional AND non-functional business requirements into deliverables which include activity mapping, use cases, Business Requirements Documents, and process flow diagrams.</p>	

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Resource Category		9. Business Analyst, Level 3
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
	To be considered, the resource must have worked on each of the Customer Reference Projects for a minimum duration of six months.	

10. IM Architect (Level 3)

Resource Assessment Criteria		
Resource Category		10. IM Architect, Level 3
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-10.1	<p>The proposed resource must have experience in the proposed resource category including:</p> <ul style="list-style-type: none"> a) a minimum of ten years of cumulative experience, within the twelve years preceding the closing date of this solicitation, working as an IM Architect as defined in section 3.10 of Annex A, SOW); and b) that within that body of experience, the resource has experience performing each of the eight tasks listed for a minimum of six cumulative months of experience per task: <ul style="list-style-type: none"> 1) Analyse existing capabilities and requirements, develop redesigned frameworks and recommend areas for improved capability and integration. Develop and document detailed statements of requirements. 2) Evaluate existing procedures and methods, identify and document database content, structure, and application subsystems, and develop data dictionary. 3) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems. 4) Prototype potential solutions, provide trade off information and suggest recommended courses of action. 5) Perform information modelling in support of BPR implementation. 6) Perform cost/benefit analysis of implementing new processes and solutions. 	

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Resource Assessment Criteria		
Resource Category		10. IM Architect, Level 3
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
	<div>7) Provide advice in developing and integrating process and information models between business processes to eliminate information and process redundancies.</div> <div>8) Provide advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options.</div> <div>The required experience can be demonstrated over one or more Customer Reference Projects.</div>	
M-10.2	The resource must have a minimum of five years of experience, within the twelve years preceding the closing date of this solicitation, developing strategies and plans and /or providing recommendations related to information management for an organization with at least 1,000 end users.	

11. Technology Architect (Level 3)

Resource Assessment Criteria		
Resource Category		11. Technology Architect, Level 3
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-11.1	<p>The proposed resource must have experience in the proposed resource category including:</p> <p>a) a minimum of ten years of cumulative experience, within the twelve years preceding the closing date of this solicitation, working as a Technology Architect (as defined in section 3.11 of Annex A, SOW); and</p> <p>b) that within that body of experience, the resource has experience performing each of the nine tasks listed for a minimum of six cumulative months of experience per task:</p> <p>1) Develop technical architectures, frameworks and strategies, either for an organization or for a major</p>	

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Resource Assessment Criteria		
Resource Category		11. Technology Architect, Level 3
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
	<p>application area, to meet the business and application requirements.</p> <p>2) Identify the policies and requirements that drive out a particular solution.</p> <p>3) Analyze and evaluate alternative technology solutions to meet business problems.</p> <p>4) Ensures the integration of all aspects of technology solutions.</p> <p>5) Monitor industry trends to ensure that solutions fit with government and industry directions for technology.</p> <p>6) Provide information, direction and support for emerging technologies.</p> <p>7) Perform impact analysis of technology changes.</p> <p>8) Provide support to applications and/or technical support teams in the proper application of existing infrastructure.</p> <p>9) Review application and program design or technical infrastructure design to ensure adherence to standards and to recommend performance improvements.</p> <p>The required experience can be demonstrated over one or more Customer Reference Projects.</p>	
M-11.2	<p>The resource must have a minimum of five years of experience, within the twelve years preceding the closing date of this solicitation, developing technical architectures, frameworks and strategies to meet the business and application requirements for a Business Intelligence Application enhanced project.</p>	

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12. Application / Software Architect (Level 3)

Resource Assessment Criteria		
Resource Category	12. Application / Software Architect, Level 3	
Name of Proposed Resource:	<insert name>	
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-12.1	<p>The proposed resource must have experience in the proposed resource category including:</p> <p>a) a minimum of ten years of cumulative experience, within the twelve years preceding the closing date of this solicitation, working as an Application / Software Architect (as defined in section 3.12 of Annex A, SOW); and</p> <p>b) that within that body of experience, the resource has experience performing each of the ten tasks listed for a minimum of six cumulative months of experience per task:</p> <ol style="list-style-type: none">1) Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements.2) Identify the policies and requirements that drive out a particular solution.3) Analyze and evaluate alternative technology solutions to meet business problems.4) Ensures the integration of all aspects of technology solutions.5) Monitor industry trends to ensure that solutions fit with government and industry directions for technology.6) Analyze functional requirements to identify information, procedures and decision flows.7) Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary.8) Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems.9) Define input/output sources, including detailed plan for technical design phase, and obtain approval of the system proposal.10) Identify and document system specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions, etc. <p>The required experience can be demonstrated over one or more Customer Reference Projects.</p>	

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Resource Assessment Criteria		
Resource Category		12. Application / Software Architect, Level 3
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-12.2	The resource must have a minimum of five years of experience, within the ten years preceding the closing date of this solicitation, developing technical architectures, frameworks and strategies to meet the business and application requirements for an application development or application enhancement project with systems developed on the Microsoft .Net framework.	
M-12.3	<p>The resource must have experience on a minimum of two Customer Reference Projects, within the five years preceding the closing date of this solicitation that demonstrates experience in Coaching and Assisting development teams including each of the following activities:</p> <ul style="list-style-type: none">a) leading design review,b) leading code walkthrough, andc) providing instructions on industry best practices. <p>To be considered, the resource must have worked on each of the Customer Reference Projects for a minimum duration of six months.</p>	
M-12.4	<p>The resource must have experience on a minimum of two Customer Reference Projects, within the five years preceding the closing date of this solicitation developing and documenting reference architectures for software development projects.</p> <p>To be considered, the resource must have worked on each of the Customer Reference Projects for a minimum duration of six months.</p>	

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13. GIS Architect (Level 3)

Resource Assessment Criteria		
Resource Category	13. GIS Architect, Level 3	
Name of Proposed Resource:	<insert name>	
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
M-13.1	<p>The proposed resource must have experience in the proposed resource category including:</p> <p>a) a minimum of ten years of cumulative experience, within the twelve years preceding the closing date of this solicitation, working as a GIS Architect (as defined in section 3.13 of Annex A, SOW); and</p> <p>b) that within that body of experience, the resource has experience performing each of the seven tasks listed for a minimum of six cumulative months of experience per task:</p> <p>1) Evaluate the enterprise's business/GIS architecture; determine its consistency and integration with the organization's business/GIS strategies, assess the degree of its alignment with Government of Canada's Federal Geospatial Platform (FGP).</p> <p>2) Provide Geomatics Architectural expertise to transition current Geo application to ESRI platform delivered through Government of Canada's Federal Geospatial Platform (FGP).</p> <p>3) Assess the feasibility of migrating from the current state to the target business architecture and enabling technologies and identify the risks associated with migrating to the target business architecture and technologies and make recommendations for risk mitigation.</p> <p>4) Identify business and technology trends that create opportunities for business improvement, advise business and ICT Senior Executives on GIS trends and emerging technologies and the impact on the organization's and government ICT architectures and business strategies.</p> <p>5) Model "What if" scenarios and recommend appropriate changes to the existing architecture and department geographical infrastructure, and recommend alternative solutions, methodologies and strategies.</p> <p>6) Produce an architectural evolution plan, recommend prioritization of architecture evolution initiatives, and develop and/or implement an architecture evolution plan.</p> <p>7) Coach, mentor and train the organization to perform any of the above.</p>	

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Resource Assessment Criteria		
Resource Category		13. GIS Architect, Level 3
Name of Proposed Resource:		<insert name>
The Contractor must demonstrate (in column 'C') that the proposed resource meets the mandatory requirements stipulated in column 'B':		
'A'	'B'	'C'
Criteria	Mandatory Requirement	Contractor's Response
	The required experience can be demonstrated over one or more Customer Reference Projects.	
M-13.2	The resource must have a minimum of five years of experience, within the twelve years preceding the closing date of this solicitation, developing and maintaining GIS application.	

ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED