



**RETURN BIDS TO:  
RETOURNER LES SOUMISSIONS À:**

**Bid Receiving - PWGSC / Réception des  
soumissions - TPSGC**

**Place du Portage, Phase III  
Core 0B2 / Noyau 0B2  
11 Laurier St./11, rue Laurier  
Gatineau  
K1A 0S5**

**Bid Fax: (819) 997-9776**

**REQUEST FOR PROPOSAL  
DEMANDE DE PROPOSITION**

**Proposal To: Public Works and Government  
Services Canada**

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

**Proposition aux: Travaux Publics et Services  
Gouvernementaux Canada**

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexée, au(x) prix indiqué(s).

**Comments - Commentaires**

**Vendor/Firm Name and Address**

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

**Issuing Office - Bureau de distribution**

Business Transformation and Systems Integration  
Service/Division de transformation des opérations et  
d'intégrat  
Special Procurement Initiative Dir  
Dir. des initiatives spéciales  
d'approvisionnement  
11 Laurier, Place du Portage III  
12C1  
Gatineau  
Québec

<b>Title - Sujet</b> Transformation Program Office (TPO)	
<b>Solicitation No. - N° de l'invitation</b> G9292-188396/B	<b>Date</b> 2017-05-28
<b>Client Reference No. - N° de référence du client</b> G9292-188396	
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$XE-677-31557	
<b>File No. - N° de dossier</b> 677xe.G9292-188396	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2017-07-11</b>	<b>Time Zone Fuseau horaire</b> Eastern Daylight Saving Time EDT
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Moore, Karen	<b>Buyer Id - Id de l'acheteur</b> 677xe
<b>Telephone No. - N° de téléphone</b> (873) 469-4790 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:</b> EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA NCR-RCN - Gatineau 140 PROMENADE DU PORTAGE GATINEAU Quebec J8X4B6 Canada	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

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

**REQUEST FOR PROPOSAL (RFP)**

**TRANSFORMATION PROGRAM OFFICE (TPO)**

**FOR**

**Employment and Social Development Canada (ESDC)**  
**Transformation and Integrated Service Management Branch**  
**Benefits Delivery Modernization (BDM) Project**

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List of Annexes to the Resulting Contract:

Annex A - Statement of Work (SOW)

Annex B - Price Schedule

Annex C - Security Requirements Check List (SRCL)

Annex D - Glossary

Annex E - Acronyms

Annex F - Task Authorization Form

Annex G – Non-Disclosure Agreement and Conflict of Interest Declaration

Annex H – Resource Category Information

List of Attachments:

Attachment 1 to Part 2 – Non-Disclosure Agreement for Access to Reference Material

Attachment 1 to Part 4 – Technical Evaluation

List of Forms to Part 4 of the RFP:

Form 1 to Part 4 – RFP Submission Form

Form 2 to Part 4 – Project Reference Check Form

Form 3 - Part “A” to Part 4 – Bid Solicitation – Financial Bid Form Evaluation and Description

Form 3 - Part “B” to Part 4 – Bid Solicitation – Financial Bid Form

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## **PART 1 - GENERAL INFORMATION**

### **1.1 Introduction**

The bid solicitation and resulting contract document is divided into the following parts:

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

Refer to the Table of Contents for the list of annexes, attachments and forms.

### **1.2 Summary**

Over the years, Employment and Social Development Canada (ESDC)/Service Canada has been investing in and implementing automation and service improvement initiatives such as Employment Insurance (EI), Canada Pension Plan (CPP) and Old Age Security (OAS) which have focused on improving efficiencies.

The Benefits Delivery Modernization (BDM) project was created in order to continue to support a demanding and dynamic business environment and ever growing service delivery expectations.

Canada is seeking the services of a Transformation Program Office (TPO) to support the modernization of future business operations for the BDM project.

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### 1.3 Debriefings

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days from receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

### 1.4 Conflict of Interest

- 1.4.1 Bidders are advised to refer to Conflict of Interest provisions at section 18 of SACC 2003 (2016-04-04), Standard Instructions – Goods or Services – Competitive Requirements, and Conflict of Interest provisions at section 34 of SACC 2035 (2016-04-04), General Condition – Higher Complexity – Services, available on the PWGSC Website <https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>.
- 1.4.2 Without limiting in any way the provisions described in 1.4.1 above, Bidders are advised that Canada has engaged the assistance of the following private sector contractors and resources who have provided services including the review of content in preparation of this RFP and/or who have had, or may have had, access to information related to the content of the RFP:

**Contractors**

Lumina IT Inc.

**Resources (last name, first name):**

Reinhart, Debbie

Any bid that is received from one of the above-noted suppliers, whether as a sole Bidder, joint venture or as a subcontractor to a Bidder; or for which one of the above-noted resources provided any input into the bid, will be considered to be in contravention of the Conflict of Interest clauses identified in subsection 1.4.1, and the bid will be declared non-responsive.

<i>Note to Bidders: Reference article 7.16 Conflict of Interest in Part 7 – Resulting Contract Clauses.</i>
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## PART 2 - BIDDER INSTRUCTIONS

### 2.1 Standard Instructions, Clauses and Conditions

- 2.1.1 All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.
- 2.1.2 Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.
- 2.1.3 The 2003 (2016-04-04) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation. If there is a conflict between the provisions of the 2003 and this document, this document prevails.
- 2.1.4 Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:
- i. Delete: 60 days
  - ii. Insert: 365 days
- 2.1.5 After any resulting contract is awarded, if the contract is terminated for any reason within 6 months, even if the bid validity period has passed, Canada has the right (but not the obligation) to ask the next-ranked responsive Bidder if its bid remains open for acceptance and to award the next-ranked Bidder who confirms its bid remains valid.
- 2.1.6 The title of section 10 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended to read "Legal Capacity and Ownership and Control Information", the first paragraph is numbered as 1 and the following is added:
- (a) The Bidder must provide, if requested by the Contracting Authority, the following information as well as any other requested information related to the ownership and control of the Bidder, its owners, its management and any related corporations and partnerships:
    - i. An organizational chart for the Bidder showing all related corporations and partnerships;
    - ii. A list of all the Bidder's partners and/or major shareholders, as applicable; if the Bidder is a subsidiary, this information must be provided for each parent corporation or partnership, up to the ultimate owner; and
    - iii. A list of all the Bidder's directors and officers, together with each individual's home address, date of birth, birthplace and citizenship(s); if the Bidder is a subsidiary, this information must be provided for each parent corporation or partnership, up to the ultimate owner.
  - (b) In the case of a Joint Venture Bidder, this information must be provided for each member of the joint venture. The Contracting Authority may also require that this information be provided in respect of any subcontractors specified in a bid.

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- (c) For the purposes of this section, a corporation or partnership will be considered related to another party if:
- i. they are “related persons” or “affiliated persons” according to the *Canada Income Tax Act*;
  - ii. the entities have now or in the two years before the RFP closing date had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
  - iii. the entities otherwise do not deal with one another at arm’s length, or each of them does not deal at arm’s length with the same third party.

## **2.2 Submission of Bids**

- 2.2.1. Bids must be submitted only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation.
- 2.2.2. Due to the nature of the bid solicitation, bids transmitted by facsimile to PWGSC will not be accepted.

## **2.3 Enquiries - Bid Solicitation**

All enquiries must be submitted in writing to the Contracting Authority, at the email address identified below, no later than 5 business days before the bid closing date. Enquiries received after that time may not be answered.

### **The Contracting Authority for the solicitation is:**

Karen Moore  
Contracting Authority  
Acquisitions Program  
PWGSC  
Email: [TPSGC.dgamvp-abbdm.PWGSC@tpsgc-pwgsc.gc.ca](mailto:TPSGC.dgamvp-abbdm.PWGSC@tpsgc-pwgsc.gc.ca)

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as “proprietary” will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated and the enquiry can be answered to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

## **2.4 Applicable Laws**

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario, Canada.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified in *Form 1 to Part 4 – RFP Submission Form*, sub-form 1(g), and inserting the name of



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the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidder.

## **2.5 Improvement of Requirement during Solicitation Period**

Should Bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, Bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular Bidder will be given consideration provided they are submitted to the Contracting Authority in accordance with section 2.3 Enquiries – Bid Solicitation. Canada will have the right to accept or reject any or all suggestions.

## **2.6 Volumetric Data**

If volumetric data is provided to Bidders in this solicitation document, which could contain current and historical data, the inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future volumetric data will be consistent with this data. It is provided purely for information purposes and will not form part of the resulting contract. Bidders may decide in their sole discretion whether or not to take this information into consideration in preparation for their bids. Bidders may also decide in their sole discretion how to interpret and use this information during their bid preparation. Canada will not consider changes to a winning Bidder's proposal and Canada will not be liable for any business loss the winning Bidder may claim during the performance of the contract, in the event that the actual volumetric data deviates from the one provided in this RFP.

## **2.7 Reference Material**

**2.7.1.** Bidders must register via email to the Contracting Authority identified in article 2.3, prior to having access to reference material. Registered suppliers will be granted access to the Library and Archives Canada (LAC) Direct SharePoint website where all of the reference material is hosted. Further instructions will be provided once supplier registration is received.

**2.7.2.** Any Bidders for this RFP, who are registered suppliers under LOI G9292-176824/A, are not required to register again.

**2.7.3.** The LAC Direct site was established to manage sensitive material related to the above noted solicitation. The only information on the LAC Direct site relevant to registered suppliers under this RFP is the reference material. All other solicitation material and solicitation amendments for this RFP will be managed directly on the Government Electronic Tendering Service (GETS).

### **2.7.4. Registration Requirements**

Registration must include the following information:

- (a) Name, title, email and phone number for the supplier's one main point of contact for purpose of this registration; and
- (b) A signed copy of *Attachment 1 to Part 2 - Non-Disclosure Agreement for Access to Reference Material*, signed by an authorized representative of the registered supplier on its own behalf and on behalf of other suppliers or individuals the registered supplier may share the reference material with.

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## **PART 3 - BID PREPARATION INSTRUCTIONS**

### **3.1 Bid Preparation Instructions**

3.1.1 Unless the RFP specifies otherwise, Canada requests that Bidders provide their bid in separately bound sections as follows:

- (a) Section I: Technical Bid (6 hard copy and 1 soft copy on CD, DVD or USB)
- (b) Section II: Financial Bid (1 hard copy and 1 soft copy on a separate CD, DVD or USB)
- (c) Section III: Certifications and Additional Information (1 hard copy and 1 soft copies on CD, DVD or USB – Section III Certifications should be on the same medium as Section 1 Technical Bid)).
- (d) If there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.
- (e) Prices should appear in the Financial Bid only. Prices should not be indicated in any other section of the bid.
- (f) Formats of electronic documents accessible by Canada include PDF or MS Office 2013.
- (g) All electronic copies should include only one copy of the requested documents and be free of password protection.

3.1.2 Canada requests that Bidders follow the format instructions described below in the preparation of their bid:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to the bid solicitation;
- (c) Include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, Bidder's name and address and contract information of its representative; and
- (d) include a table of contents.

3.1.3 Green Procurement: In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process [Policy on Green Procurement](http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, Bidders should:

- (a) use paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and
- (b) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

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#### 3.1.4 No Conditional Bids

The Bidder must submit a bid for which it seeks to be considered as a Bidder. The Bidder's bid must not be made conditionally. Any condition imposed by the Bidder will render the bid non-responsive and the bid will be given no further consideration.

#### 3.1.5 Submission of Only One Bid from a Bidder

The submission of more than one bid from a Bidder is not permitted in response to this bid solicitation. If a Bidder submits more than one bid, Canada will provide the Bidder with 2 working days to identify the single bid to consider for evaluation. However, Bidders may submit a bid as a sole Bidder and/or as a Joint Venture, or more than one Joint Venture, as long as the parties comprising each Joint Venture are not the same.

#### 3.1.6 Bidders additional Instructions:

(a) Authorized Signature of Bidder:

Canada requires that each bid, at closing date and time or upon request from the Contracting Authority, be signed by the Bidder or by an authorized representative of the Bidder. If a bid is submitted by a Joint Venture, it must be done in accordance with section 17 of the 2003 (2016-04-04) Standard Instructions – Goods or Services – Competitive Requirements which are incorporated by reference into and form part of the bid solicitation.

(b) Cover Page:

The front cover page of each volume (or section) of the bid should identify the title of the bid, the solicitation number, the volume number and the full legal name of the Bidder.

(c) Table of Contents:

The page following the cover page of each volume of the bid should be the Table of Contents. The table of contents should contain a listing of all sections and subsections with associated page numbers. It should also list the associated tables, figures, and appendices.

(d) Headers and Footers:

Each subsequent page of each volume of the bid should include a header and/or footer that includes the following information:

- i. the bid title;
- ii. the Bidder's name;
- iii. the date of the bid; and
- iv. the page number.

### 3.2 Section I: Technical Bid

- 3.2.1 In their Technical Bid, Bidders are requested to explain and demonstrate how their bid meets the requirements contained in the bid solicitation. Bidders should demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the Work.

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- 3.2.2 It is requested that the Technical Bid include submission of the Bidder's response to *Attachment 1 to Part 4 – Technical Evaluation, Form 1 to Part 4 – RFP Submission Form, Form 2 to Part 4 – Project Reference Check Form, Form 3 – Part “B” to Part 4 – Bid Solicitation – Financial Bid Form*, a signed copy of *Annex G – Non-Disclosure Agreement and Conflict of Interest Declaration* for all resources identified in the bid solicitation and required at contract award (reference Annex A Section A – Leadership Team) and any other required documents as indicated elsewhere throughout this RFP; or these documents must be provided upon request by the Contracting Authority within the timeframe identified in the request.
- 3.2.3 The Technical Bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.
- 3.2.4 Bidders will be provided with an electronic copy of some of the RFP documents, in Microsoft Office format, with the solicitation package issued on GETS. In the event of any discrepancies between the Microsoft Office or Microsoft Excel copies and PDF documents released officially through GETS, the PDF documents released through GETS will prevail.
- 3.2.5 Non-Disclosure Agreement and Conflict of Interest Declaration: Unless specified otherwise in the RFP, the Technical Bid should include signed Non-Disclosure Agreement (NDA) and Conflict of Interest (COI) Declaration, attached at Annex G, from its employee(s) or subcontractor(s) required prior to contract award (reference Annex A, Section A – Leadership Team). The signed Annex G must be sent to the Contracting Authority before they are given access to information by or on behalf of Canada in connection with the Work.
- 3.2.6 Résumés for Proposed Resources: Unless specified otherwise in the RFP, the Technical Bid must include résumés for the resources identified in the bid solicitation and required at contract award (reference Annex A, Section A – Leadership Team), that demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to résumés and resources:
- (a) Proposed resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work (refer to Part 5, Certifications).
  - (b) For educational requirements for a particular degree, designation or certificate, the Contracting Authority will only consider educational programmes that were successfully completed by the resource by the time of bid closing. If the degree, designation or certification was issued by an educational institution outside of Canada, the Bidder must provide a copy of the results of the academic credential assessment and qualifications recognition service issued by an agency or organization recognized by the Canadian Information Centre for International Credentials (CICIC).
  - (c) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession's governing body

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throughout the evaluation and contract period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this solicitation. If the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.

- (d) For work experience, the Contracting Authority will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
- (e) For any requirements that specify a particular time period (e.g., 2 years) of work experience, the Contracting Authority will disregard any information about experience if the individual's résumé does not include the relevant dates for the experience claimed (i.e., the start date and end date).
- (f) For work experience to be considered by the Contracting Authority, the résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. The Bidder should provide complete details as to where, when (month and year), and how (through which activities/responsibilities), the stated qualifications/experience were obtained. Situations in which a proposed resource worked at the same time on more than one project, only one project will be counted toward any requirements that relate to the individual's length of experience.

### **3.3 Section II: Financial Bid**

3.3.1 The Bidder must provide its Financial Bid in accordance with *Annex B - Price Schedule, Form 3-Part "A" to Part 4 – Bid Solicitation – Financial Bid Form Evaluation and Description*, and *Form 3-Part "B" to Part 4 – Bid Solicitation – Financial Bid Form*.

3.3.1.1 It is requested that the Financial Bid include submission of the Bidder's response to *Form 3-Part "B" to Part 4*, and any other required documents as indicated elsewhere throughout this RFP; or these documents must be provided upon request by the Contracting Authority within the timeframe identified in the request.

3.3.2 Government of Canada (GC) Allocated Funds: The GC allocated funds for the contract Work described in Section A - Leadership Team of the Statement of Work in Annex A, for the initial contract period and in accordance with the Price Schedule in Annex B, is \$1,870,000.00 (Applicable Taxes are extra). The price for this Work will not be included in the financial evaluation (Form 3-Part "A" & "B" to Part 4), but will be included in the contract *Annex B – Price Schedule*. For any option periods, the Work under Section A – Leadership Team of the SOW will be managed through Task Authorizations.

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### **3.3.3 Electronic Payment of Invoices – Bid**

The Bidder is requested to complete and submit Sub-form 2: Electronic Payment Instruments in Form 1 to Part 4 RFP Submission Form, if it is willing to accept payment of invoices by Electronic Payment Instruments.

If Sub-form 2: Electronic Payment Instruments is not completed and submitted by the Bidder, it will be construed that Electronic Payment Instruments are not accepted by the Bidder for payment of invoices.

### **3.3.4 Exchange Rate Fluctuation**

The following clause, inserted by reference, forms part of this bid solicitation:  
C3011T (2013-11-06), Exchange Rate Fluctuation

### **3.4 Section III: Certifications and Additional Information**

Bidders must submit the certifications and additional information required under Part 5.

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## PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

### 4.1 Evaluation Procedures

- 4.1.1 Bids will be assessed in accordance with the entire requirement of the bid solicitation.
- 4.1.2 An evaluation team of government representatives will evaluate the bids on behalf of Canada. The evaluation team will include ESDC and PWGSC representatives and may include client department representatives or others designated by Canada. Canada may retain any independent consultant or use any government resources to evaluate any bid or bid portion thereof. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- 4.1.3 The evaluation and selection will be conducted in multiple steps described below. The fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed any or all other steps. Canada reserves the right to conduct steps of the evaluation in parallel or in a different sequence than they appear in this RFP.
- 4.1.4 Requests for Clarifications: If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada as specified in the request. Failure to meet this deadline may result in the bid being declared non-responsive. If additional time is required by the Bidder, Canada may grant an extension at its sole discretion.
- 4.1.5 Nothing in the bid evaluation process will limit Canada's rights under SACC 2003 (2016-04-04) Standard instructions – Goods or Services – Competitive Requirements nor Canada's right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly provides for this right.
- 4.1.6 Where Canada has made a final determination that a bid has failed any individual mandatory element of the RFP, including a technical evaluation pass mark, Canada reserves the right to not proceed further in the evaluation of the bid and may deem the bid non-responsive.

### 4.2 Technical Evaluation

- 4.2.1 **Mandatory Technical Criteria:** Each bid will be evaluated for compliance with the mandatory requirements of the bid solicitation. All elements of the bid solicitation that are mandatory requirements are identified specifically with the words "must" or "mandatory". Bids that do not comply with each and every mandatory requirement will be considered non-responsive and be disqualified. Mandatory evaluation criteria and evaluation processes are described under *Attachment 1 to Part 4 Technical Evaluation*.
- 4.2.2 **Point-Rated Technical Criteria:** Where Point-Rated Technical Criteria are specified in the RFP, each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly. Point-rated evaluation criteria and evaluation processes are described under *Attachment 1 to Part 4 Technical Evaluation*.
- 4.2.3 **Technically Responsive Bid:** A technically responsive bid is a bid that meets all of the mandatory requirements and obtains the required minimum points specified in the bid solicitation for the criteria that are subject to point rating.

#### 4.2.4 Reference Checks

- 4.2.4.1 The Bidder is requested to provide a client contact for each reference project in its bid, using *Form 2 to Part 4: Project Reference Check Form* as requested in *Attachment 1 to Part 4 – Technical Evaluation*. If information requested is not provided in the bid, the Bidder must provide the information upon request by the Contracting Authority within the timeframe identified in the request. References from representatives of Canada will be accepted.
- 4.2.4.2 It is the responsibility of the Bidder to confirm in advance that their client contact for the project reference will be available to provide a response and is willing to provide a reference.
- 4.2.4.3 For the purpose of this evaluation, reference checks may be used to verify and validate the Bidder's bid response. If a reference check is performed, Canada will conduct the reference check in writing by e-mail. Canada will send the reference check request directly to the client contact for the project reference provided by the Bidder. The client contact will have 5 working days (or a longer period otherwise specified in writing by the Contracting Authority) from the date that Canada's e-mail was sent, to respond to Canada.
- 4.2.4.4 The client contact will be required, within 2 working days after Canada sends out the reference check request, to acknowledge the receipt of the reference check request and identify his or her willingness and availability to conduct such a reference check. If Canada does not received the required response from the client contact, Canada will notify the Bidder by e-mail, to allow the Bidder to contact its client contact directly to ensure that he or she responds to Canada within the allotted time.
- 4.2.4.5 Notwithstanding section 4.2.4.4, if the client contact is unavailable when required during the evaluation period, the Bidder will be requested to provide an alternate client contact for the same referenced project. Bidders will only be provided with this opportunity once for each referenced project and only if the original client contact is unavailable to respond. The process as described in 4.2.4.4 is applicable for the reference check with the alternate client contact. The period to respond for either the original client contact, or the alternate client contact, will be a total of 5 working days (or a longer period otherwise specified in writing by the Contracting Authority) in accordance with 4.2.4.4.
- 4.2.4.6 Wherever information provided by a client contact differs from the information supplied by the Bidder, the Bidder will be asked to clarify project reference information provided in its bid response. Canada will assess the following information during the evaluation of the Bidder's bid response: the Bidder's original project reference information, any information provided by the Bidder in response to clarification request(s), and any information supplied by the client contact for the referenced project.
- 4.2.4.7 Non-consideration of the Bidder's claimed project experience will result if:
- (a) the reference check client contact fails to timely respond to Canada's request;
  - (b) the reference check client contact states he or she is unable or unwilling to provide the information requested;
  - (c) the information provided by the Bidder cannot be verified and validated by Canada; or



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- (d) the reference check client contact organization and/or client contact was affiliated with the Bidder during the referenced project, if the client contact organization and/or contact has ever been or is currently affiliated with the Bidder, or if the client contact organization is an entity that does not deal at arm's length with the Bidder.

4.2.4.8 Where non-consideration of a Bidder's claimed project experience, as a result of 4.2.4.7, for any Mandatory Technical Criteria in the Technical Evaluation (Attachment 1 to Part 4), results in the Bidder not meeting one or more mandatory requirements, the bid will be declared non-responsive in accordance with section 4.4 Basis of Selection.

4.2.4.9 Non-consideration of a Bidder's claimed project experience, as a result of 4.2.4.7, for the Point-Rated Technical Criteria in the Technical Evaluation (Attachment 1 to Part 4), will result in the Bidder not being awarded the points associated with the respective rated criterion.

### **4.3 Financial Evaluation**

4.3.1 Unless otherwise specified in the RFP, the financial evaluation will be conducted by calculating the Total Evaluated Bid Price as indicated in *Form 3-Part "A" to Part 4 – Bid Solicitation – Financial Bid Form Evaluation and Description*. The Bidder must provide firm, all inclusive, per diem rates for resource categories in accordance with the bid solicitation, which may include an initial contract period and option periods.

4.3.2 The financial evaluation will also be conducted in accordance with the following SACC Manual Clause:

SACC Manual Clause A0220T (2014-06-26), Evaluation of Price.

### **4.4 Basis of Selection**

4.4.1 Basis of Selection – Highest Combined Rating of Technical Merit (80%) and Price (20%)

4.4.1.1 To be declared responsive, a bid must

- (a) comply with all the requirements of the bid solicitation; and
- (b) meet all mandatory criteria; and
- (c) obtain the required minimum pass mark of 70% or a minimum of 805 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 1150 points.

4.4.1.2 The responsive bid that obtains the highest Total Bidder Score will be the top-ranked Bidder and recommended for award of a contract. The Total Bidder Score is calculated as follows:

Total Bidder Score = Total Technical Score + Total Financial Score

4.4.1.3 In the event of identical Total Bidder Scores occurring, then the bid with the highest Total Technical Score will become the top-ranked Bidder.

- 4.4.1.4 If more than one Bidder is ranked first because of identical Total Bidder Scores and identical Total Technical Scores, the Bidder obtaining the highest score for the first Point-Rated Technical Criteria, in order of appearance in Attachment 1 to Part 4, will become the top-ranked Bidder and recommended for award of the contract.
- 4.4.1.5 When necessary, this process will continue through each Point-Rated Technical Criteria, in order of appearance in Attachment 1 to Part 4, until all the point rated scores have been used.
- 4.4.1.6 If two or more Bidders are still tied after 4.4.1.3, 4.4.1.4 and 4.4.1.5 above, then a “coin flip” method will be used to determine the top-ranked Bidder.
- 4.4.1.7 One Bidder will be recommended for contract award.
- 4.4.1.8 Bidders should note that all contract awards are subject to Canada's internal approvals process, which includes a requirement to approve funding in the amount of any proposed contract. Despite the fact that the Bidder may have been recommended for contract award, a contract will only be awarded if internal approval is granted according to Canada's internal policies. If approval is not granted, no contract will be awarded.

#### EXAMPLE

The following Table illustrates an example where the selection of the bid is determined by 80/20 ratio of the technical and pricing score, respectively. The maximum rated points in this example is 100. The lowest priced technically compliant proposal is allocated the maximum points of 20 and other price proposals are pro-rated accordingly.

Example of Bid Selection			
Highest Combined Rating of Technical Merit (80%) and Price (20%)			
Bidder	Bidder 1	Bidder 2	Bidder 3
Rated Points Obtained	83	79	75
Total Evaluated Bid Price	\$60,000	\$55,000	\$50,000
Calculation	Total Technical Score	Total Financial Score	Total Bidder Score
Bidder 1	$83/100 \times 80 = 66.40$	$50/60 \times 20 = 16.67$	<b>83.07</b>
Bidder 2	$79/100 \times 80 = 63.20$	$50/55 \times 20 = 18.18$	<b>81.38</b>
Bidder 3	$75/100 \times 80 = 60.00$	$50/50 \times 20 = 20.00$	<b>80.00</b>
Winning Bidder	Bidder 1		

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## PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a Contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

### 5.1 Certifications Precedent to Contract Award and Additional Information

The certifications and additional information listed below should be submitted with the bid but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame specified will render the bid non-responsive.

#### 5.1.1 Integrity Provisions - Bid

In accordance with the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide with its bid the required documentation, as applicable, to be given further consideration in the procurement process. Further details are included *Form 1 to Part 4 – RFP Submission Form*.

#### 5.1.2 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "[FCP Limited Eligibility to Bid](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" list (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html>).

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" list at the time of contract award.

Canada will also have the right to terminate the contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" list during the term of the contract.

The Bidder must provide the Contracting Authority with a completed Federal Contractors Program for Employment Equity certification before contract award. If the Bidder is a Joint Venture, the

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Bidder must provide the Contracting Authority before contract award with a completed Federal Contractors Program for Employment Equity certification for each member of the Joint Venture. *Form 1 to Part 4 – RFP Submission Form*, includes a copy of the certification.

### 5.1.3 Resources

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

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

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

### 5.2 Additional Certifications Precedent to Contract Award

Refer to *Form 1 to Part 4 – RFP Submission Form* for all additional certifications that must be submitted precedent to contract award.

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## PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

### 6.1 Security Requirements

6.1.1 Before award of a contract, the following conditions must be met:

- (a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
- (b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
- (c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
- (d) the Bidder's proposed location of work performance and document safeguarding must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
- (e) the Bidder must provide the addresses of proposed sites or premises of work performance and document safeguarding as indicated in Part 6, 6.2.

6.1.2 Bidders are reminded to obtain the required security clearance promptly. Canada will not delay the award of any contract to allow Bidders to obtain the required organization and work site security clearances or security clearances for proposed personnel required at contract award in accordance with *Annex A - Statement of Work*.

6.1.3 For additional information on security requirements, Bidders should refer to the [Industrial Security Program \(ISP\)](http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html) of Public Works and Government Services Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.

6.1.4 Bidders are requested to complete sub-form 1(e) of *Form 1 to Part 4 – RFP Submission Form*, for security information available at the time of bid submission. The Bidder's remaining security information, not included in the Bidder's bid submission, must be provided upon request by the Contracting Authority within the timeframe identified in the request.

### 6.2 Bidder's Proposed Sites or Premises Requiring Safeguarding Measures

6.2.1 The Bidder must provide the full addresses of the Bidder's and proposed individuals' sites or premises for which safeguarding measures are required for Work Performance:

Street Number / Street Name, Unit / Suite / Apartment Number  
City, Province, Territory / State  
Postal Code / Zip Code  
Country

The information listed above should be submitted with the bid but may be submitted afterwards. If any of the information is missing, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the requested information within the time frame specified will render the bid non-responsive.

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Bidders are requested to complete sub-form 1(f) of *Form 1 to Part 4 – RFP Submission Form*. The Bidder's proposed sites or premises requiring safeguarding measures, not included in the Bidder's bid submission, must be provided upon request by the Contracting Authority within the timeframe identified in the request.

- 6.2.2 The Company Security Officer (CSO) must ensure through the [Industrial Security Program \(ISP\)](#) that the Bidder and proposed individuals hold a valid security clearance at the required level, as indicated in this Part 6 – Security, Financial and Other Requirements.

### **6.3 Financial Capability**

The following clause, inserted by reference, forms part of this bid solicitation:

*SACC Manual* clause [A9033T](#) (2012-07-16) Financial Capability

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## PART 7 - RESULTING CONTRACT CLAUSES

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

### 7.1 Statement of Work

7.1.1 \_\_\_\_\_ (the "Contractor") agrees to supply the services described in the Contract, including all the Annexes, in accordance with, and at the prices set out in the Contract.

7.1.2 **Reorganization of ESDC or PWGSC:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of ESDC or PWGSC. Reorganization, reconfiguration and restructuring includes the privatization of ESDC or PWGSC, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original ESDC or PWGSC organization. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Project Authority, as required to reflect the new roles and responsibilities associated with the reorganization.

7.1.3 **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the contract have the meanings given to them in the General Conditions or Supplemental General Conditions.

#### 7.1.4 Option to Add New Resource Categories

The Contractor grants Canada the right to add new Resource Categories, initiated by Canada or by the Contractor, for the provision of services under the contract as described in the Statement of Work at Annex A, as needed and at any time during the contract, or during option periods, if exercised, under the same conditions and at prices which are to be negotiated in accordance with the contract and *Annex B – Price Schedule*. Adding new Resource Categories will require a contract amendment issued by the Contracting Authority.

### 7.2 Task Authorization

A portion of the Work to be performed under the contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the contract.

#### 7.2.1 Task Authorization Process

7.2.1.1 Work described under Sections B, C and D of *Annex A- Statement of Work*, will be performed under the contract on an "as and when required basis".

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7.2.1.2 With respect to the Work mentioned under paragraph 7.2.1.1,

- (a) an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with 7.2, and only to the extent designated in the authorized TA;
- (b) the TA Authority and limit will be determined in accordance with paragraph 7.2.1.3;
- (c) in accordance with 7.23 Non-Disclosure Agreement, the Contractor must not commence work until a signed *Annex G - Non-Disclosure Agreement (NDA) and Conflict of Interest (COI) Declaration* has been submitted to the TA Authority with each TA response and for each proposed resource;
- (d) the Contractor must not commence work until a TA, or any TA revisions thereof, has been authorized and issued in accordance with the contract. The Contractor acknowledges that work performed before a TA or revision of a TA, has been authorized and issued in accordance with the contract will be done at the Contractor's own risk and expense; and
- (e) the TA, or any TA revisions thereof, will be authorized under the contract through the use of *Annex F – Task Authorization Form*. An authorized TA is a completed *Annex F – Task Authorization Form* signed by the TA Authority.

**7.2.1.3 TA Authority and Limit**

7.2.1.3.1 The Project Authority may authorize individual TAs inclusive of any revisions up to a limit of \$400,000.00, Applicable Taxes extra. Any TA, the total value of which would exceed that limit, or any revision to a previously authorized TA that would increase the TA total value above that limit, must be authorized by the Contracting Authority before issuance to the Contractor.

7.2.1.3.2 The authority specified under paragraph 7.2.1.3.1 is granted, subject to the sum specified in the contract in subsection *7.8.2 Limitation of Expenditure* not being exceeded.

**7.2.1.4 TA Process**

For each task or revision of a previously authorized task, the TA Authority will provide the Contractor with the Task Authorization Form (Annex F) including a description of the task and minimum mandatory requirements using *Annex H – Resource Category Information*, and within the scope of *Annex A – Statement of Work*, containing as a minimum:

- (a) the task or revised task description of the Work requested, including:
  - i. the details of the activities or revised activities to be performed;
  - ii. a description of the deliverables or revised deliverables to be submitted;
  - iii. location;
  - iv. the language profile of the resources required; and
  - v. a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
- (b) the contract security requirements applicable to the task or revised task;



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- (c) the contract basis (bases) of payment applicable to the task or revised task; and
  - (d) the contract method(s) of payment applicable to the task or revised task and, as applicable, the associated schedule of milestones.

**7.2.1.5** Within 5 calendar days of its receipt of the request, the Contractor must provide the TA Authority with a signed and dated response prepared and submitted using the TA form received from the TA Authority, containing as a minimum:

- (a) the total estimated cost proposed for performing the task or, as applicable, revised task;
- (b) a breakdown of that cost in accordance with *Annex B – Price Schedule*, to be provided, as applicable, per milestone contained in the Schedule of Milestones; and
- (c) for each resource proposed by the Contractor for the performance of the Work requested:
  - i. the name of the proposed resource;
  - ii. the résumé of the proposed resource;
  - iii. a signed *Annex G - Non-Disclosure Agreement (NDA) and Conflict of Interest (COI) Declaration*; and
  - iv. a demonstration that the proposed resource meets:
    - (1) the contract security requirements; and
    - (2) the requested experience and minimum mandatory qualifications identified in the TA and in *Annex H – Resource Category Information*; and
    - (3) Whether the TA request is solution based or resource based, the Contractor must substantiate any solution based TA response by identifying the proposed resource categories and demonstrated experience in accordance with *Annex H – Resource Category Information*, as well as price substantiation in accordance with *Annex B – Price Schedule*.

The above applies only to TAs where Canada will pay for Work that is not otherwise covered by fixed fees in the contract.

#### **7.2.1.6 TA Authorization**

7.2.1.6.1 The TA Authority will authorize the TA based on:

- (a) the request submitted to the Contractor pursuant to paragraph 7.2.1.4;
- (b) the Contractor's response received, submitted pursuant to paragraph 7.2.1.5; and
- (c) the agreed total estimated cost for performing the task or, as applicable, revised task; and, as applicable, the breakdown of that cost per milestone.

7.2.1.6.2 The TA Authority will authorize the TA provided each resource proposed by the Contractor for the performance of the Work requested meets all the requirements specified under paragraph 7.2.1.5.

7.2.1.6.3 The authorized TA will normally be issued to the Contractor by email (i.e. as an email attachment in PDF format).

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### 7.2.1.7 Periodic Usage Reports - Contracts with TAs

- 7.2.1.7.1 The Contractor must compile and maintain detailed and current data on its performance of Work required and requested under TAs (inclusive of any revisions) authorized and issued under the contract.
- 7.2.1.7.2 No later than 15 calendar days after the end of each of the reporting periods below, the Contractor must submit to the Contracting Authority and Project Authority a Periodic Usage Report containing, in an electronic spreadsheet (such as MS Office Excel), the data elements specified in paragraphs 7.2.1.7.3 and 7.2.1.7.4 in the order they are presented. Where at the end of a reporting period, no changes are required to be made to the data contained in the periodic usage report submitted for the previous period, the Contractor must submit a "NIL" report to the Contracting Authority and Project Authority.

The reporting periods are defined as follows:

- 1st quarter: April 1 to June 30;
- 2nd quarter: July 1 to September 30;
- 3rd quarter: October 1 to December 31; and
- 4th quarter: January 1 to March 31.

- 7.2.1.7.3 For each TA authorized and issued under the contract, the Periodic Usage Report must include the following data elements in the order presented:
- (a) the TA number appearing on the TA form;
  - (b) the date the task was authorized appearing on the TA form;
  - (c) the total estimated cost of the task (Applicable Taxes extra) before any revisions appearing on the TA form; and
  - (d) the following information appearing on the TA form must be included for each authorized revision, starting with revision 1, then 2, etc.:
    - i. the TA revision number;
    - ii. the date the revision to the task was authorized;
    - iii. the authorized increase or decrease (Applicable Taxes extra);
    - iv. the total estimated cost of the task (Applicable Taxes extra) after authorization of the revision;
    - v. the total cost incurred for the task (as last revised, as applicable), Applicable Taxes extra;
    - vi. the total cost incurred and invoiced for the task (as last revised, as applicable), Applicable Taxes extra;
    - vii. the total amount of Applicable Taxes invoiced;
    - viii. the total amount paid, Applicable Taxes included;
    - ix. the start and completion date of the task (as last revised, as applicable);
    - x. the active status (i.e., the percentage of the work completed) of the task (as last revised, as applicable) with an explanation (as applicable); and
    - xi. any other constraints that might affect the completion of the task.

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7.2.1.7.4 For each TA authorized and issued under the contract, the Periodic Usage Report must also include the following data elements in the order presented:

- (a) the total cost incurred for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- (b) the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- (c) the total amount of Applicable Taxes invoiced for all authorized tasks inclusive of any revisions; and
- (d) the total amount paid for all authorized tasks inclusive of any revisions, Applicable Taxes extra.

#### **7.2.1.8 Consolidation of Task Authorizations for Administrative Purposes**

The contract may be amended by the Contracting Authority from time to time to reflect all TAs issued and approved to date, to document the Work performed under those TAs for administrative purposes.

#### **7.2.1.9 Refusal of Task Authorizations**

Unless specified otherwise in the RFP, the Contractor is required to submit a response to every draft TA issued by Canada. Canada may immediately, and without further notice, terminate the contract for default if the Contractor does not submit a response to a draft TA issued during the contract period.

#### **7.2.1.10 Canada's Obligation**

Canada reserves the right, at any time, to acquire the requested Work by other means including to select other suppliers. For example, Canada may decide to acquire the requested Work by other means when the Contractor provides a written proposal that has been rejected by Canada.

### **7.3 Standard Clauses and Conditions**

All clauses and conditions identified in the contract by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) issued by Public Works and Government Services Canada.

#### **7.3.1 General Conditions**

- (a) [2035](#) (2016-04-04), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.
- (b) The 2035 General Conditions – Higher Complexity Services, are amended as follows:
  - Delete** section entitled “Replacement of Specific Individuals” in its entirety.
  - Insert** section entitled “Replacement of Specific Individuals” with the following content:

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1. If the Contractor is unable to provide the services of any specific individual identified in the contract to perform the services, the Contractor must within 5 working days of the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within 10 working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
    - a. the name, qualifications and experience of a proposed replacement immediately available for Work; and
    - b. security information on the proposed replacement as specified by Canada, if applicable.
    - c. The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.
  2. Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
    - a. exercise Canada's rights or remedies under the contract or at law, including terminating the contract for default under section titled "Default of the Contractor", or
    - b. assess the information provided under 1.c. above or, if it has not yet been provided, require the Contractor propose a replacement to be rated by the Project Authority. The replacement must have qualifications and experience that meet or exceed those obtained for the original resource and be acceptable to Canada.
    - c. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in 2.a. above, or require another replacement.
  3. Where an Excusable Delay applies, Canada may require 2.b. above instead of terminating under the "Excusable Delay" section. An Excusable Delay does not include resource unavailability due to allocation of the resource to another contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates. The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that a resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order that a resource stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.

The obligations in this section apply despite any changes that Canada may have made to ESDC's operating environment.

### **7.3.2 Supplemental General Conditions**

The following Supplemental General Conditions apply to and form part of the Contract:

4006 (2010-08-16) Supplemental General Conditions – Contractor to Own Intellectual Property Rights in Foreground Information.

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## 7.4 Security Requirements

**7.4.1.** The following security requirements (*SRCL and related clauses provided by ISP*) apply and form part of the Contract.

**(a) Security Requirements for the Leadership Team Resources (Annex A – Statement of Work Section A) – Canadian Suppliers:**

1. The Contractor/subcontractor Leadership Team personnel requiring access to PROTECTED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of SECRET, as required, granted or approved by CISD/PWGSC.
2. The Contractor/subcontractor must also comply with the security requirements in section 7.4.1 (c) below.

**(b) Security Requirements for the Leadership Team Resources (Annex A – Statement of Work Section A) – Foreign Suppliers:**

1. **CANADA PROTECTED / CLASSIFIED** information/assets shall be released only to Foreign recipient **Contractor/subcontractor** Leadership Team personnel, who have a need-to-know for the performance of the **contract/subcontract** and who have a Personnel Security Clearance at the level of **SECRET** granted by their respective National Security Authority (NSA) or Designated Security Authority (DSA) of **the supplier's country**, in accordance with national policies of **the supplier's country**.
2. The Contractor/subcontractor must also comply with the security requirements in sections 7.4.1 (d) below.

**(c) Security Requirements for Canadian Suppliers:**

1. The Contractor/subcontractor must, at all times during the performance of the contract/subcontract, hold a valid Facility Security Clearance at the level of SECRET, issued by the Canadian Industrial Security Directorate (CISD), **Public Works and Government Services Canada (PWGSC)**.
2. The Contractor/subcontractor personnel requiring access to PROTECTED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of RELIABILITY STATUS, CONFIDENTIAL or, SECRET, as required, granted or approved by CISD/PWGSC.
3. The Contractor/subcontractor MUST NOT remove any PROTECTED information from the identified work site(s), and the Contractor/subcontractor must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor/subcontractor must comply with the provisions of the:
  - a. Security Requirements Check List and security guide (if applicable), attached at Annex C.
  - b. *Industrial Security Manual* (Latest Edition).

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**(d) Security Requirement for Foreign Suppliers:**

The **Contractor/subcontractor** must be from a country with which Canada has an international bilateral industrial security instrument or will have such an instrument with Canada by the end of the bidding period. The Contract Security Program (CSP) has international bilateral industrial security instruments with the countries listed on the following PWGSC website: <http://www.tpsgc-pwgsc.gc.ca/esc-src/international-eng.html>

1. The Foreign recipient **Contractor/subcontractor** shall, at all times during the performance of the **contract/subcontract**, hold a valid Facility Security Clearance (FSC), issued by the NSA/DSA of the **supplier's country**, at the equivalent level of SECRET in accordance with the national policies of **the supplier's country**.
2. All **CANADA PROTECTED / CLASSIFIED** information/assets accessed by the Foreign recipient **Contractor/subcontractor** shall NOT be safeguarded at the Foreign recipient's sites.
3. **CANADA PROTECTED / CLASSIFIED** information/assets shall be released only to Foreign recipient **Contractor/subcontractor** personnel, who have a need-to-know for the performance of the **contract/subcontract** and who have a Personnel Security Clearance at the level of **RELIABILITY STATUS, CONFIDENTIAL**, or **SECRET** granted by their respective National Security Authority (NSA) or Designated Security Authority (DSA) of **the supplier's country**, in accordance with national policies of **the supplier's country**.
4. **CANADA PROTECTED / CLASSIFIED** information/assets provided or generated pursuant to this **contract/subcontract** shall not be further provided to a third party Foreign recipient subcontractor unless:
  - a. written assurance is obtained from the third-party Foreign recipient's National Security Authority (NSA) or Designated Security Authority (DSA) to the effect that the third-party Foreign recipient subcontractor has been approved for access to **CANADA PROTECTED / CLASSIFIED** information/assets by the third-party Foreign recipient's NSA/DSA; and
  - b. written consent is obtained from the NSA/DSA of **the supplier's country**, if the third-party Foreign recipient subcontractor is located in a third country.
5. Subcontracts which contain security requirements are **NOT** to be awarded without the prior written permission of their respective National Security Authority (NSA) or Designated Security Authority (DSA), in accordance with the national policies of the supplier's country.
6. The Foreign recipient **Contractor/subcontractor** shall not use the **CANADA PROTECTED / CLASSIFIED** information/assets for any purpose other than for the performance of the **contract/subcontract** without the prior written approval of the Government of Canada. This approval must be obtained from the Canadian DSA.

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7. The Foreign recipient **Contractor/subcontractor** visiting Canadian Government or industrial facilities, under this contract, will submit a Request for Visit form to Canada's Designated Security Authority (DSA) through their respective National Security Authority (NSA) or Designated Security Authority (DSA).
  8. The Foreign recipient **Contractor/subcontractor** shall immediately report to the Canadian DSA all cases in which it is known or there is reason to suspect that **CANADA PROTECTED / CLASSIFIED** information/assets pursuant to this **contract/subcontract** has been compromised.
  9. The Foreign recipient **Contractor/subcontractor** shall immediately report to its respective National Security Authority (NSA) or Designated Security Authority (DSA) all cases in which it is known or there is reason to suspect that **CANADA PROTECTED / CLASSIFIED** information/assets accessed by the Foreign recipient **Contractor/subcontractor**, pursuant this **contract/subcontract**, have been lost or disclosed to unauthorized persons.
  10. The Foreign recipient **Contractor/subcontractor** shall not disclose **CANADA PROTECTED / CLASSIFIED** information/assets to a third party government, person, firm or representative thereof, without the prior written consent of the Government of Canada. Such consent shall be sought through the recipient's National Security Authority/ Designated Security Authority (NSA/DSA).
  11. The Foreign recipient **Contractor/subcontractor** shall comply with the provisions of the International bilateral industrial security instrument between **the supplier's country** and Canada, in relation to equivalencies.
  12. The Foreign recipient **Contractor/subcontractor** must comply with the provisions of the Security Requirements Check List attached at Annex C.
  13. In the event that a Foreign recipient **Contractor/subcontractor** is chosen as a supplier for this Contract, subsequent Country-Specific Foreign security requirement clauses shall be generated and promulgated by the Canadian DSA, and provided to the Government of Canada Contracting Authority, to ensure compliance with the security provisions, as defined by the Canadian DSA, in relation to equivalencies.

#### **7.4.2. Contractor's Sites or Premises Requiring Safeguarding Measures**

- 7.4.2.1 Where safeguarding measures are required in the performance of the Work, the Contractor must diligently maintain up-to-date the information related to the Contractor's and proposed individuals' sites or premises for the following addresses: [At contract award the information below will be inserted, as provided by the Bidder in their bid response to Part 6, 6.2 of the RFP.]

Street Number / Street Name, Unit / Suite / Apartment Number  
City, Province, Territory / State  
Postal Code / Zip Code  
Country

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7.4.2.2 The Company Security Officer (CSO) must ensure through the Industrial Security Program (ISP) that the Contractor and individuals hold a valid security clearance at the required level.

## **7.5 Term of Contract**

### **7.5.1. Period of the Contract**

The contract begins on the date of contract award and ends 18 months later.

### **7.5.2. Option to Extend the Contract**

- (a) The Contractor grants to Canada the irrevocable option to extend the term of the contract by six additional 12-month periods and two additional 6-month periods under the same conditions. The Contractor agrees that, during the extended period of the contract, it will be paid in accordance with the applicable provisions as set out in the Price Schedule and Basis of Payment.
- (b) Canada may exercise this option at any time by sending a written notice to the Contractor at least 1 month before the expiry date of the contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

## **7.6 Authorities**

### **7.6.1 Contracting Authority**

The Contracting Authority for the contract is: *(to be confirmed at contract award)*

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Public Services and Procurement Canada  
Acquisitions Branch  
Directorate: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_ Facsimile: \_\_\_\_-\_\_\_\_-\_\_\_\_  
E-mail address: \_\_\_\_\_

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



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### 7.6.2 Project Authority

The Project Authority for the contract is: *(to be confirmed at contract award)*

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_ Facsimile: \_\_\_\_-\_\_\_\_-\_\_\_\_  
E-mail address: \_\_\_\_\_

In its absence, the Project Authority is: *(to be confirmed at contract award)*

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_ Facsimile: \_\_\_\_-\_\_\_\_-\_\_\_\_  
E-mail address: \_\_\_\_\_

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### 7.6.3 Contractor's Representative

The Contractor's Representative for the contract is: *(to be confirmed at contract award)*

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_ Facsimile: \_\_\_\_-\_\_\_\_-\_\_\_\_  
E-mail address: \_\_\_\_\_

### 7.7 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a [Public Service Superannuation Act](#) (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with [Contracting Policy Notice: 2012-2](#) of the Treasury Board Secretariat of Canada.

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## 7.8 Payment

### 7.8.1 Basis of Payment

For all Basis of Payment outlined below, Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work unless they have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

(a) **Government of Canada (GC) Allocated Funds - Firm Price – [Annex A Section A – Leadership Team]**

For the Work described in Section A – Leadership Team of the Statement of Work in Annex A:

In consideration of the Contractor satisfactorily completing its obligations under the Contract, the Contractor will be paid in accordance with *Annex B – Price Schedule* and the contract.

(b) **Professional Services provided under a Task Authorization with a Maximum Price**

For professional services requested by Canada, in accordance with an approved Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked under each Task Authorization and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in *Annex B – Price Schedule* of this contract, Applicable Taxes extra. Partial days and extra hours will be prorated based on actual hours worked based on a 7.5-hour workday.

(c) **Firm Price TA**

When the applicable Basis of Payment specified in a TA authorized and issued under the contract is firm price, in consideration of the Contractor satisfactorily completing all of its obligations under the authorized TA, the Contractor will be paid the firm price stipulated in the authorized TA, as determined in accordance with the Price Schedule cost elements in Annex B. Customs duties are included and Applicable Taxes are extra.

(d) **Professional Services**

For the provision of professional services, the Contractor will be paid for actual time worked, in accordance with the firm all-inclusive per diem rates set out in *Annex B - Price Schedule*, Applicable Taxes extra. Partial days and extra hours will be prorated based on actual hours worked based on a 7.5-hour workday.

(e) **GST/HST: Estimated Cost: (to be confirmed at contract award)**

(f) **Pre-Authorized Travel and Living Expenses:** Canada will not reimburse the Contractor for travel and living expenses incurred to perform the Work in the National Capital Region, nor will Canada reimburse for travel and living expenses incurred to travel from the Contractor's location to and from the National Capital Region. The Contractor will be able to charge for time spent travelling from the National Capital Region to Canada's work site(s), if such travel is requested by the Project Authority, at the per diem rates set out in the Contract, for Work outside the National Capital Region. Canada will reimburse the Contractor for its pre-authorized travel and living expenses reasonably and properly incurred in the performance of the Work outside the National Capital Region, at cost, without any allowance for profit and/or administrative overhead, in accordance

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with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the National Joint Council Travel Directive, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". All travel must have the prior authorization of the Project Authority. All payments are subject to government audit.

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

#### 7.8.2 Limitation of Expenditure

- (a) The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work, as determined in accordance with the Price Schedule in Annex B, to a limitation of expenditure not exceeding \$ \_\_\_\_\_ *(to be confirmed at contract award)*. Customs duties are included and Applicable Taxes are extra.
1. Government of Canada (GC) Allocated Funds: For the contract Work described in Section A – Leadership Team of the Statement of Work in Annex A, for the initial contract period and in accordance with the Price Schedule in Annex B, the Contractor will be reimbursed an amount of \$1,870,000.00 (Government of Canada (GC) allocated funds). Customs duties are included and Applicable Taxes are extra. This amount is included in the limitation of expenditure in (a) above.
- (b) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- (c) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
- (i) when it is 75 percent committed;
  - (ii) four (4) months before the contract expiry date; or
  - (iii) as soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions,
- whichever comes first.
- (d) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

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### 7.8.2.1 Canada's Obligation – Portion of the Work – Task Authorizations

Canada's obligation with respect to the portion of the Work under the contract that is performed through Task Authorizations is limited to the total amount of the actual authorized tasks performed by the Contractor.

### 7.8.3 Method of Payment

(a) **Task Authorizations with a Maximum Price:** For each individual Task Authorization issued under the contract that contains a maximum price:

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

(b) **Task Authorizations with a Firm Price - Lump Sum Payment on Completion**

Canada will pay the Contractor upon completion and delivery of all the Work associated with the Task Authorization in accordance with the payment provisions of the contract if:

- (i) an accurate and complete invoice for work under each Task Authorization, and any other documents required by the contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified and accepted by Canada; and
- (iii) the Work delivered has been accepted by Canada.

(c) **Milestone Payments**

Canada will make milestone payments in accordance with the payment provisions of the TA and contract and in accordance with the Schedule of Milestones detailed in the TA or contract and the payment provisions of the contract if:

- (i) an accurate and complete claim for payment using [PWGSC-TPSGC 1111](#), Claim for Progress Payment, and any other document required by the contract have been submitted for each portion of work (TA/Contract) and accepted by Canada in accordance with the invoicing instructions provided in the Contract;
- (ii) all the certificates appearing on form [PWGSC-TPSGC 1111](#) have been signed by the respective authorized representatives; and
- (iii) all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

(d) **Progress Payments:**

- (i) Canada will make progress payments in accordance with the payment provisions of the contract for the Work described in the Statement of Work in Annex A, and TA(s), no more than once a month, for cost incurred in the performance of the Work, up to 90 percent of the amount claimed and approved by Canada if:
  - a. an accurate and complete claim for payment using form [PWGSC-TPSGC 1111](#) Claim for Progress Payment for each portion of work (contract/TA), and any other document required by the contract and TA have been submitted and accepted by Canada in accordance with the invoicing instructions provided in the Contract;
  - b. the amount claimed is in accordance with the Basis of Payment and TA;
  - c. the total amount for all progress payments paid by Canada does not exceed 90 percent of the total amount to be paid under contract for the Work described in the Statement of Work in Annex A, and the TA; and
  - d. all certificates appearing on form [PWGSC-TPSGC 1111](#) have been signed by the respective authorized representatives.
- (ii) The balance of the amount payable will be paid in accordance with the payment provisions of the contract and TA upon completion and delivery of all work required under the contract for the Work described in the Statement of Work in Annex A, and TA if the Work has been accepted by Canada and a final claim for the payment is submitted.

Progress payments are interim payments only. Canada may conduct a government audit and interim time and cost verifications and reserves the rights to make adjustments to the contract or TA from time to time during the performance of the Work. Any overpayment resulting from progress payments or otherwise must be refunded promptly to Canada.

(e) **Monthly Payment:**

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the TA and contract if:

- (i) an accurate and complete invoice for each portion of work and any other documents required by the contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified and accepted by Canada; and
- (iii) the Work performed has been accepted by Canada.

**7.8.4 Time Verification**

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the contract must repay any overpayment with 30 calendar days, at Canada's request.

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#### 7.8.5 Payment Credits

(a) **Failure to Provide Resource:**

- (i) If the Contractor does not provide a required professional services resource that has all the required qualifications within the time prescribed by the contract, the Contractor must credit to Canada an amount equal to the per diem rate (based on a 7.5-hour workday) of the required resource for each day (or partial day) of delay in providing the resource, up to a maximum of 10 days.
- (ii) **Corrective Measures:** If credits are payable under this article for two consecutive months or for three months in any 12-month period, the Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Project Authority and the Contracting Authority and 20 working days to rectify the underlying problem.
- (iii) **Termination for Failure to Meet Availability Level:** In addition to any other rights it has under the contract, Canada may terminate the contract for default in accordance with the General Conditions by giving the Contractor three months' written notice of its intent, if any of the following apply:
  - (1) the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or
  - (2) the corrective measures required of the Contractor described above are not met.

This termination will be effective when the three month notice period expires, unless Canada determines that the Contractor has implemented the corrective measures to Canada's satisfaction during those three months.

- (b) **Credits Apply during Entire Contract Period:** The Parties agree that the credits apply throughout the contract period.
- (c) **Credits represent Liquidated Damages:** The Parties agree that the credits are liquidated damages and represent their best pre-estimate of the loss to Canada in the event of the applicable failure. No credit is intended to be, nor will it be construed as, a penalty.
- (d) **Canada's Right to Obtain Payment:** The Parties agree that these credits are a liquidated debt. To collect the credits, Canada has the right to hold back, draw back, deduct or set off from and against any money Canada owes to the Contractor from time to time.
- (e) **Canada's Rights & Remedies not Limited:** The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the contract (including the right to terminate the contract for default) or under the law generally.
- (f) **Audit Rights:** The Contractor's calculation of credits under the contract is subject to verification by government audit, at the Contracting Authority's discretion, before or after payment is made to the Contractor. The Contractor must cooperate fully with Canada during the conduct of any audit by providing Canada with access to any records and systems that Canada considers

necessary to ensure that all credits have been accurately credited to Canada in the Contractor's invoices. If an audit demonstrates that past invoices contained errors in the calculation of the credits, the Contractor must pay to Canada the amount the audit reveals was required to be credited to Canada, plus interest, from the date Canada remitted the excess payment until the date of the refund (the interest rate is the Bank of Canada's discount annual rate of interest in effect on the date the credit was first owed to Canada, plus 1.25% per year). If, as a result of conducting an audit, Canada determines that the Contractor's records or systems for identifying, calculating or recording the credits are inadequate, the Contractor must implement any additional measures required by the Contracting Authority.

#### **7.8.6 No Responsibility to Pay for Work not performed due to Closure of Government Offices**

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

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

#### **7.8.7 Electronic Payment of Invoices – Contract**

*[At contract award, the information from Form 1 to Part 4 RFP Submission Form, Sub-form 7 Electronic Payment Instruments, in which were identified electronic payment instruments accepted by the Contractor will be included in this clause and the clause will be renumber accordingly.]*

The Contractor accepts to be paid using any of the following Electronic Payment Instrument:

- (i) Direct Deposit (Domestic and International).

#### **7.9 Invoicing Instructions**

##### **7.9.1 Invoicing Instructions – General**

7.9.1.1 The Contractor must submit invoices in accordance with the information requested in the 2035 General Conditions.

7.9.1.2 The Contractor's invoice must include a separate line item for each service in compliance with the provisions of *Annex B – Price Schedule*.

7.9.1.3 By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Price Schedule provisions in Annex B of the contract, including any charges for work performed by subcontractors.

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7.9.1.4 The Contractor must provide the original of each invoice or Claim for Progress Payment to the Project Authority and upon request, the Contractor must provide a copy of any invoices or Claim for Progress Payment to the Contracting Authority.

7.9.1.5 The Contractor must submit a detailed monthly cumulative expenditure tracking report to the Project Authority for approval.

7.9.1.6 The Contractor must submit a copy of the detailed monthly cumulative expenditure tracking report to the Contracting Authority, as approved by the Project Authority.

## **7.9.2 Invoicing Instructions – Progress Payment Claim – Supporting Documentation required**

7.9.2.1 The Contractor must submit a claim for payment using form [PWGSC-TPSGC 1111](#), Claim for Progress Payment.

Each claim must show:

- a. all information required on form [PWGSC-TPSGC 1111](#);
- b. all applicable information detailed under the section entitled "Invoice Submission" of the general conditions;
- c. a list of all expenses (if applicable);
- d. the description and value of the milestone claimed as detailed in the Contract.

Each claim must be supported by:

- a. a copy of the invoices, receipts, vouchers for all direct expenses, travel and living expenses;
- b. a copy of the monthly progress report.

7.9.2.2 The Contractor must prepare and certify one original and two (2) copies of the claim on form [PWGSC-TPSGC 1111](#), and forward it to the Project Authority identified under the section entitled "Authorities" of the contract for appropriate certification after inspection and acceptance of the Work takes place, and onward submission to the Payment Office for the remaining certification and payment action.

7.9.2.3 The Contractor must not submit claims until all work identified in the claim is completed.

## **7.10 Certifications and Additional Information**

### **7.10.1 Compliance**

The continuous compliance with the certifications provided by the Contractor in its bid and the ongoing cooperation in providing associated information are conditions of the contract. Certifications are subject to verification by Canada during the entire term of the contract. If the Contractor does not comply with any certification, fails to provide the associated information, or if it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the contract, to terminate the contract for default.



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### 7.10.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html>). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the contract.

### 7.11 Applicable Laws

The contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in *(to be confirmed at contract award)*, Canada.

### 7.12 Priority of Documents

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

- (a) the Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) the supplemental general conditions:
  - i. 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;
- (c) the general conditions 2035 (2016-04-04), General Conditions – Higher Complexity – Services;
- (d) Annex A - Statement of Work;
- (e) Annex B - Price Schedule;
- (f) Annex C - Security Requirements Check List;
- (g) Annex G - Non-Disclosure Agreement and Conflict of Interest Declaration;
- (h) Annex H - Resource Category Information;
- (i) Annex D – Glossary;
- (j) Annex E – Acronyms;
- (k) Annex F - Task Authorization Form;
- (l) the signed Task Authorizations (including all of its annexes, if any); and
- (m) The Contractor's bid (referred hereinafter as the "bid") which consist of the following:
  - i. the Contractor's bid dated \_\_\_\_\_, *(insert date of bid in any resulting contract)*, as amended \_\_\_\_\_ *(insert date(s) of amendment(s) if applicable in any resulting Contract)*, not including any provisions in the bid with respect to limitations on liability, and not including any terms and conditions incorporated by reference (including by way of web link) in the bid; and
  - ii. The Contractor's bid clarification during the bid evaluation process dated \_\_\_\_\_ *(insert date if bid clarification, as required, in any resulting contract)*.

**7.13 Foreign Nationals (Canadian Contractor OR Foreign Contractor)**  
(to be confirmed at contract award)

*SACC Manual* clause [A2000C](#) (2006-06-16) Foreign Nationals (Canadian Contractor)  
**OR** *SACC Manual* clause [A2001C](#) (2006-06-16) Foreign Nationals (Foreign Contractor)

**7.14 Insurance Requirements**

The following clauses, inserted by reference, form part of this Contract:

*SACC Manual* clauses [G1005C](#) (2016-01-28)

**7.15 Limitation of Liability - Information Management/Information Technology**

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

7.15.2 First Party Liability:

- (a) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the contract that relate to:
  - i. any infringement of intellectual property rights to the extent the Contractor breaches the section of the general conditions entitled "Intellectual Property Infringement and Royalties";
  - ii. physical injury, including death.
- (b) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
- (c) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
- (d) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to

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encumbrances or claims relating to intellectual property rights, which are addressed under (a) above.

- (e) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the contract that relate to:
- i. any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including Applicable Taxes) for the goods and services affected by the breach of warranty; and
  - ii. any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (ii) of the greater of 0.75 times the total estimated cost (meaning the dollar amount shown on the first page of the contract in the block titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00.

In any case, the total liability of the Contractor under paragraph (e) will not exceed the total estimated cost (as defined above) for the contract or \$1,000,000.00, whichever is more.

- (f) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

#### 7.15.3 Third Party Claims:

- (a) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.
- (b) If Canada is required, as a result of joint and several liability, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite paragraph (a), with respect to special, indirect, and consequential damages of third parties covered by this section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- (c) The Parties are only liable to one another for damages to third parties to the extent described in this paragraph 7.15.3.

## **7.16 Conflict of Interest**

- 7.16.1 ESDC plans to prepare bid solicitations in the context of the Benefits Delivery Modernization (BDM) project. The Work to be performed by the Contractor under this contract is related to the preparation of bid solicitations for the BDM project, and may include for example the drafting of statements of work and evaluation criteria, as well as conducting project assessments and providing advice and guidance related to the projects.
- 7.16.2 The Contractor agrees that, in order to avoid any Conflict of Interest or appearance of Conflict of Interest, the Contractor, its subcontractors and their respective employees or former employees involved in the Work under this contract will not be eligible to bid, either as sole Bidder, Joint Venture or subcontractor to the Bidder on any bid solicitation related to the BDM project, including but not limited to the project(s) listed below:
- (a) Procurement(s) for ESDC's core Benefits Delivery Modernization (BDM) solution under solicitation G9292-176824, and any subsequent procurements that may result from the core BDM solution Contract.
- 7.16.3 The Contractor, its subcontractors and their respective employees and former employees involved in the Work under this contract will not be precluded from bidding on any subsequent solicitation for TPO related work.
- 7.16.4 Any bid submitted contrary to the above paragraphs 7.16.1 and 7.16.2 will be declared non-responsive.

## **7.17 Representations and Warranties**

The Contractor made statements regarding its experience and expertise in its bid that resulted in the award of the contract. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the contract. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the term of the contract they will have, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

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

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

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### **7.19 Transition Services at the End of the Contract Period**

The Contractor agrees to execute the transition (knowledge transfer) tasks identified in the Statement of Work, and it will make all reasonable efforts to assist Canada in the transition from the Contractor to a new contract with another supplier or to ESDC, whichever the case may be.

### **7.20 Identification Protocol Responsibilities**

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

- (a) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify if an individual is not a permanent employee of the Contractor prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not a Contractor permanent employee.
- (b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative.
- (c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.
- (d) If Canada determines that the Contractor is in breach of any obligation stated in this article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Project Authority and the Contracting Authority, and twenty working days to rectify the underlying problem.
- (e) In addition to any other rights it has under the Contract, Canada may terminate the contract for default if the corrective measures required of the Contractor described above are not met.

### **7.21 Replacement of Team Members**

7.21.1 If for reasons beyond its control, the Team Member of the Contractor is unable to provide the services to which the experience relates and was used to meet evaluation criteria of the RFP, the Contractor may propose a replacement with equivalent or better qualifications and experience. The Contractor must advise the Contracting Authority within 15 business days of the reason for the replacement and provide the name, qualifications and experience of the proposed replacement. Canada reserves the right to reject any replacement for any reason, should Canada consider the replacement's qualifications and experience to be lesser than its predecessor. If the Contractor cannot provide a satisfactory replacement for the originally proposed Team Member, Canada may terminate the contract for default. For clarity the following situations may be considered as beyond the control of the Contractor: the Team Member terminates their arrangement with the Contractor; or the Contractor terminates their arrangement with the Team

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Member for cause; or the Team Member is bankrupt or where, for whatever reason, its activities are rendered inoperable for an extended period; or a merger or acquisition of the Team Member.

7.21.2 Where Canada becomes aware that a Team Member identified under the contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:

- (a) exercise Canada's rights or remedies under the contract or at law, including terminating the contract for default under section titled "Default of the Contractor", or
- (b) assess the information provided under 7.21.1 above or, if it has not yet been provided, require the Contractor to propose a replacement to be evaluated by Canada. The replacement must have equivalent or better qualifications and experience that meet or exceed those obtained for the original Team Member and be acceptable to Canada.
- (c) Upon assessment of the proposed replacement, Canada may accept the replacement, exercise the rights in 7.21.2.a. above, or require another replacement.

7.21.3 The Contractor must not, in any event, allow performance of the Work by unauthorized replacement Team Members. The Contracting Authority may order that a Team Member stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order an unauthorized Team Member to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.

## **7.22 Canada's Option to Provide Work on an In-house or Third Party Basis**

This contract does not preclude Canada from using another method of supply to fulfill the same or similar needs under this contract.

The Contractor agrees that nothing in this contract prevents Canada to arrange alternate services that are provided in-house or by other suppliers than the Contractor. Canada reserves the right to do so at its entire discretion whenever Canada is of the opinion that it would best serve the interest of Canada.

## **7.23 Non-Disclosure Agreement**

The Contractor must obtain from its employee(s) or subcontractor(s) the completed and signed Non-Disclosure Agreement (NDA) and Conflict of Interest (COI) Declaration, attached at Annex G, before they are given access to information by or on behalf of Canada in connection with the Work. The Contractor must retain all signed copies of Annex G and if requested by the Contracting Authority, the Contractor must provide the Contracting Authority with a copy of all signed Annex G(s).

For any signed Annex G(s) that declare potential conflicts of interest, the Contractor must submit them immediately to the Contracting Authority for consideration before the resource is assigned or given access to information by or on behalf of Canada in connection with the Work.

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## 7.24 Joint Venture Contractor

**(Note to Bidders:** *At the time of award this clause will be deleted if the Contractor is not a joint venture. If the Contractor is a joint venture, the necessary information will be filled in. If there are specific provisions that apply to each of the members, rather than to the JV contractor as a whole, appropriate wording will be added to paragraph (f). If the contract is being awarded to a joint venture Contractor, all the members of the JV may be asked to sign the contract.*

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

# **ANNEX A**

## **STATEMENT OF WORK (SOW)**



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## **Annex A – Statement of Work**

### **1.0 Introduction**

#### **1.1 Title**

Transformation Program Office (TPO) for the Benefits Delivery Modernization (BDM) project within Employment and Social Development Canada (ESDC).

#### **1.2 Summary Requirement and Scope**

1.2.1 This Statement of Work (SOW) describes the TPO services to be provided by the Contractor in support of BDM.

1.2.2 ESDC requires the Contractor to provide:

- a. methodologies, processes, strategic advice and expertise in program and project management, value management, change management, vendor management, as well as architecture to support ESDC in establishing a framework for BDM service delivery transformation;
- b. project definition work required to inform the BDM solution design options; and
- c. additional work as required.

1.2.3 The Contractor must provide the Leadership Team and other various qualified resources required to support the transformation objectives of BDM as described in this SOW and in accordance with Annex H – Resource Category Information, and for work required on an “as and when requested” basis initiated through individual Task Authorizations (TA(s)) that are either solutions-based or task-based.

#### **1.2.4 Summary of the Work**

The Contractor must provide solutions and services as outlined in this SOW which includes, but are not limited to:

- a. providing leadership services through the Contractor’s Leadership Team;
- b. providing strategic advice, expertise, guidance, and capacity to assist ESDC in transforming benefits service delivery for Employment Insurance (EI), Canada Pension Plan (CPP), and Old Age Security (OAS);
- c. executing on project definition work for BDM; and
- d. assisting ESDC to refine requirements for the future BDM solution design and implementation based on best practices used in other business and IT transformation projects.

### 1.3 BDM Project Background

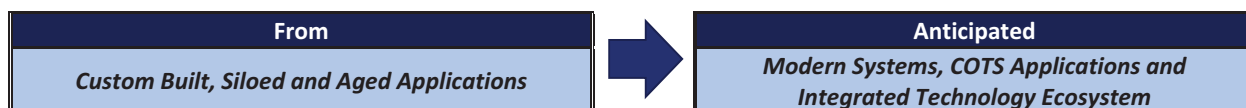
- 1.3.1 Canadian citizens and employers expect their service experience with the government to be convenient, with easy-to-access e-services. Governments around the world, including the Government of Canada (GC), are exploring new innovative approaches that offer efficient and effective services that meet client expectations and respect service standards.
- 1.3.2 The BDM project was created as a long-term program of change that will transform delivery of benefit programs. Through incremental change and investments, the BDM project will help deliver on commitments to streamline applications and reduce wait times for Canadians accessing the benefit programs that are delivered by Service Canada, and will improve ESDC's ability to meet service standards. It will also generate operational efficiencies and increase the Department's agility, enabling it to be more responsive to the changing needs of clients.
- 1.3.3 The Transformation and Integrated Service Management Branch (TISMB) was recently created as a focal point within ESDC to provide the horizontal and integrated business planning required to deliver against the new Service Strategy, which is built on Service Canada's Vision 2020. TISMB will help drive the Service Strategy and a multi-year action plan, provide oversight of the transformation work and design, and lead key transformation initiatives. BDM is a key initiative within the transformation agenda for realizing the goals and outcomes of the ESDC Service Strategy.

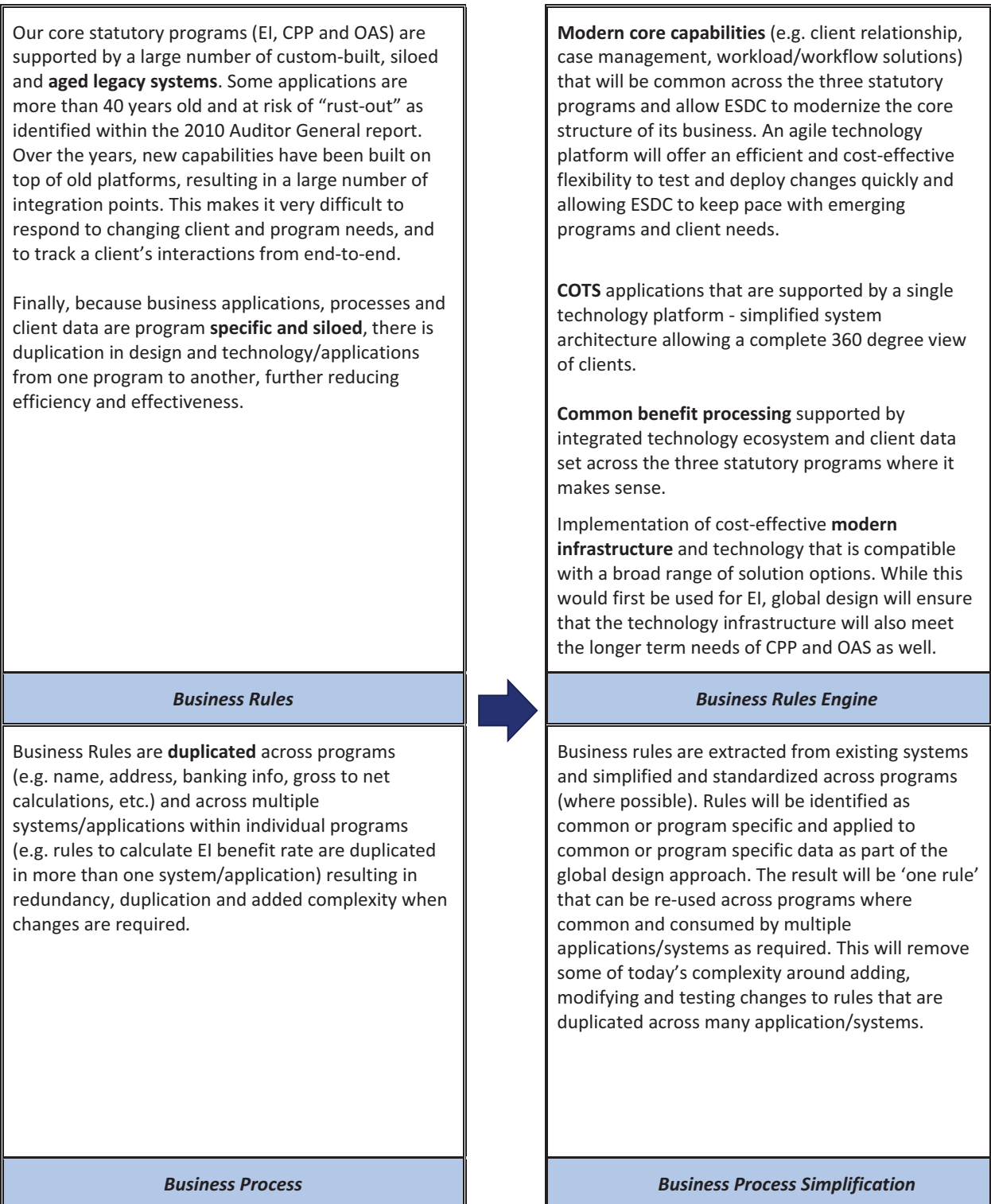
### 1.4 BDM Project Objectives

- 1.4.1 A long-term, multi-phase Benefits Delivery Modernization initiative will make the next generation of benefits processing capable of addressing dynamic client expectations and changing business and economic environments. As such, a vision statement for the BDM project has been identified:

"Creating a superior client service model for our clients, partners and taxpayers."

- 1.4.2 BDM will design modernized business processes, introduce modern COTS-based application solutions and identify policy constraints to improve service delivery across EI initially, and over time, to CPP and OAS, with the goal of common benefits processing. Following modernization, the EI, CPP and OAS programs will benefit from increased self-service and automated end-to-end processing, thereby granting clients faster access to entitled benefits, and allowing staff to focus on more complex and higher-value activities. Modern technology solutions will also enable policy and legislative changes to be implemented more efficiently, allowing the Department to adapt to future client expectations and business environments more easily.





Despite progress in automating EI claims processing, residual manual work including complex claims processing, fact finding and follow-ups with clients and employers occurs through complex business processes that are driven by complex policy requirements and configured around the multiple siloed and outdated program-specific applications. For pensions, despite progress with OAS auto enrolment and CPP retirement online, processing remains predominantly manual and paper-based, with antiquated business processes that require significant time and effort from citizens, employers and staff.



BDM will introduce streamlined and simplified business processes supported by policy simplification where possible throughout the entire value chain, from intake to processing and payment, including recourse management. Over time, all three core statutory programs will adopt the same simple standardized processes for similar activities, providing significant opportunities for simplifying ESDC's operation.

#### 1.4.3 Intended Outcomes of BDM:

In order to achieve the BDM vision and to address the business need and drivers for change, the following six business outcomes for BDM have been defined.

- 1.4.3.1 Enhance client service
- 1.4.3.2 Lessen the burden on employers
- 1.4.3.3 Maintain and enhance quality and program integrity
- 1.4.3.4 Manage efficiency and costs
- 1.4.3.5 Increase agility
- 1.4.3.6 Develop and support high performing talent

#### 1.4.4 Key Stakeholders:

Key stakeholders for BDM include, but are not limited to the following:

- a. ESDC management (Director, DG, and above)
- b. ESDC / Service Canada Branches
- c. ESDC / Service Canada Regions
- d. Shared Services Canada
- e. PWGSC
- f. Privy Council Office
- g. Canada Revenue Agency
- h. Unions and advocacy groups
- i. Citizens requesting or receiving benefits
- j. Employers

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## 2.0 Sections to Annex A – Statement of Work

The services to be provided by the Contractor in support of BDM are identified within the following sections:

- Section A – Leadership Team
- Section B – Transformation Program Office (TPO) Requirements
- Section C – Project Definition Phase Requirements
- Section D – Additional Requirements

### SECTION A – LEADERSHIP TEAM

The role of visionary leadership in the success of major business and IT transformation is recognized. ESDC requires a leadership team with a proven track record in business and IT transformational change to provide senior advisory services and to establish the Transformation Program Office. The Leadership Team will promote BDM's change agenda, interact with a wide variety of senior stakeholders and provide leadership to achieve BDM outcomes.

In accordance with the Contractor's bid response to mandatory technical criteria "C-M3" the Contractor must provide a dedicated leadership team throughout the contract period to provide advice and guidance to ESDC drawing on best practices and lessons learned from other major business and IT transformations, and to execute on methodologies and project plans.

The Contractor must take overall responsibility for the effective functioning and management of the Leadership Team and must apply its expertise and experience to fulfill contract requirements. The Contractor is responsible for advising and directing its assigned Leadership Team personnel to enable them to effectively perform their functions and tasks.

#### A-1 Leadership Team Requirements:

##### A-1.1 Responsibilities

The Leadership Team responsibilities include, but are not limited to:

##### *Strategic Advisory Services*

- a. Providing independent strategic advice, guidance and thought leadership to ESDC, drawing on best practices in major business and IT transformation projects garnered from tangible experience and proven transformation methodology including:
  - i. Program Management, which may include Project Risk and Quality Management
  - ii. Change Management, which may include Communications Support
  - iii. Procurement Support, which may include Vendor Management
  - iv. Value Management, which may include Performance Measurement
  - v. Technology and Architecture
- b. Providing independent strategic advice and guidance to ESDC senior stakeholders on the BDM business and IT transformation project, based on the Contractor's bank of global knowledge and

its repository of jurisdictional research, for effective and timely decision-making, on a range of issues affecting the organization's ability to achieve business objectives and outcomes.

- c. Putting into practice the Project Authority approved version of the transformation methodology provided in response to mandatory technical criteria “C-M6” –Transformation Methodology when delivering services under this contract.
- d. Providing advice and guidance to ESDC on relevant and appropriate service delivery models to support achievement of BDM outcomes.
- e. Developing, presenting and supporting presentations as requested by the Project Authority (e.g., for working sessions, governance committees, executive briefings, etc.).
- f. Sharing and applying the best practices derived from the Contractor’s other transformation projects, methodologies, processes and templates that were referenced in its bid to support the provision of its services in accordance with the contract, on a semi-annual basis
- g. Convening and providing access to an expert industry panel comprising representatives from within the Bidder’s global corporate practice who have transformation experience in the public and private sector, to support t ESDC senior management in developing the path for the BDM business and IT transformation as it proceeds (ESDC to provide input and accept the proposed panel membership).
- h. Reviewing key deliverables prepared by the Contractor resources, including but not limited to business cases, strategies, plans, frameworks, methodologies, processes, and tools.

#### *Program Management*

- i. Providing program management leadership to ensure alignment and integration across BDM sub-projects and horizontally across other ESDC enabling projects.
- j. Overseeing analysis and providing advice regarding BDM sub-projects and BDM work packages as described in section C of this annex.
- k. Developing the Project Plan, and executing the Project Authority approved version of the Project Plan.

#### *Change management*

- l. Providing leadership to promote the BDM change agenda and lead change in alignment with overarching ESDC strategies and plans.
- m. Facilitating leadership alignment and summation sessions, concluding with leadership alignment action plans.

#### *Procurement Support*

- n. Providing expert advice and strategic guidance to assist in procuring world-class design and implementation services.
- o. Leading development of a procurement strategy for BDM.
- p. Leading the development of Task Authorizations (TAs) under this contract.

*Value Management*

- q. Providing thought leadership for the establishment or the implementation of a value management approach for the multiple projects supporting the BDM business and IT transformation, to ensure that desired BDM outcomes are achieved.
- r. Providing guidance to align differing interests and seeking solutions to complex issues related to value management.

*Technology and Architecture*

- s. Providing leadership and recommendations on options and considerations that need to be factored into the reference and solution architectures and deployment approach – balancing the needs of various stakeholders, cost to the organization and risk to the organization.
- t. Reviewing key ESDC planning stage documents (e.g., BDM Roadmap, BDM Deployment Approach, Business Case, Costing, Benefits Realization, etc.), providing a summary of findings including recommendations for any changes, and supporting the execution of required changes.

**A.1.2 Deliverables:**

The Contractor must:

- a. Transformation Methodology (Milestone Deliverable #1) – estimate 5 iterations per year or more
  - i. Update the preliminary Transformation Methodology provided in response to mandatory technical criteria “C-M6” – Transformation Methodology to reflect the needs of BDM and deliver for Project Authority input and approval within 15 business days following contract award. Project Authority approval within 5 business days following Contractor delivery of the preliminary Transformation Methodology.
  - ii. Deliver the final Transformation Methodology for Project Authority approval within 5 business days following Project Authority approval of the updated preliminary methodology. Project Authority approval within 5 business days following Contractor delivery of the final Transformation Methodology.
- b. Project Plan(Milestone Delivery #2)– estimate 8 iterations per year or more  
The Project Plan must list all activities, deliverables, dependencies, risks and mitigation strategies, milestone dates, resource assignments and level of effort, assumptions and the identification of critical dependencies.

The Project Plan must cover and identify all activities required to deliver the work under this contract, and must include as a minimum, but not be limited to:

- a. Governance structure;
- b. Roles and responsibilities;
- c. Project management process and framework;
- d. Risk management;
- e. Security;
- f. Dependencies on the Government of Canada; and
- g. Change management.



(The Contractor must:)

- i. Deliver an initial Project Plan for delivering the work for delivering work under this contract, for Project Authority approval within 20 business days following contract award. Project Authority approval within 5 business days following Contractor delivery of the initial Project Plan.
  - ii. Deliver the final Project Plan for Project Authority approval within 10 business days following Project Authority approval of the initial Project Plan. Project Authority approval within 5 business days following Contractor delivery of the final Project Plan.
  - iii. Manage iterations of the updated Project Plan.
- c. Procurement Strategy (Milestone Deliverables #3) – estimate 5 iterations per year or more
- i. Deliver procurement strategy options.
  - ii. Deliver an initial procurement strategy for Project Authority input and approval within 30 business days following contract award. Project Authority approval within 5 business days following Contractor delivery of the initial procurement strategy.
  - iii. Deliver a final procurement strategy for Project Authority approval within 10 business days following Project Authority approval of the final procurement strategy.
- d. Expert Industry Panel Workshop (Milestone Deliverable #4) – estimate 2 per year or more
- i. Deliver presentation materials.
  - ii. Deliver agenda(s); and
  - iii. Deliver Record of Discussion(s).
- The Contractor will deliver the expert industry panel workshops as per dates to be determined in the Project Authority approved version of the final Project Plan.
- e. Provide strategic advice and guidance on an ongoing basis.
- f. Briefings – estimate 10 per month or more
- i. Deliver briefing material for ESDC senior management and ESDC governance committees.
- g. Presentations and Decks – estimate 15 per month or more
- i. Present presentations and decks.
  - ii. Present findings, including recommendations for changes, on key ESDC planning stage documents.
  - iii. Deliver Leadership Alignment action plans.
- h. Interviews and Meetings – estimate 20 per month or more
- i. Conduct Leadership Alignment interviews.
- i. Working Sessions – estimate 10 per month or more
- i. Lead or participate in stakeholder engagement sessions.
  - ii. Lead or participate in on-boarding sessions.
  - iii. Deliver material for the above noted working sessions.

- j. Summation Sessions – estimate 2 per year or more
  - i. Deliver material for, and lead or participate in Leadership Alignment summation sessions.
- k. Deliver Statements of Work for Task Authorizations under this contract – estimate 15 per year or more

## SECTION B – TRANSFORMATION PROGRAM OFFICE REQUIREMENTS

The Contractor must support the establishment and effective management of a Transformation Program Office (TPO), to provide strategic advice and guidance to support ESDC in realizing goals and outcomes of BDM as well as ensuring a consistent and aligned approach to the ESDC transformation agenda.

The TPO will support ESDC in accordance with the contract for the “as and when requested” work outlined in this Section B, through either solutions-based or task-based Task Authorizations. Specific tasks and deliverables will be identified in each authorized Task Authorization.

The TPO requirements include but are not limited to the following:

B-1.1	Program Management
B-1.2	Project Management
B-1.3	Change Management
B-1.4	Communications Support
B-1.5	Value Management
B-1.6	Performance Measurement
B-1.7	Procurement Support
B-1.8	Vendor Management Support
B-1.9	Reference and Solution Architectures
B-1.10	Risk Management
B-1.11	Quality Management
B-1.12	Technology Strategies and Assessments

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### **B-1.1 Program Management**

The Contractor must provide ESDC with program management services to support the BDM business and IT transformation. The high-level requirements include, but are not limited to the below tasks:

1. Providing program oversight, to enhance alignment and integration across BDM sub-projects and horizontally across other ESDC enabling projects.
2. Overseeing the processes and methodologies used to ensure the integration and alignment of projects. Assisting in the prioritization and sequencing of projects within BDM.
3. Confirming BDM phase dependencies (e.g., gating, authorities granted, other organizational project dependencies confirmed).
4. Providing advice, guidance and oversight to ESDC Project Managers.
5. Supporting ESDC's stakeholder engagement initiatives.
6. Supporting the development of project documentation including but not limited to business cases, project charters, project briefs, project management plans, and project complexity and risk assessments.
7. Supporting the development of program documentation including but not limited to Program Briefs, Program Mandates, Program Preparation Plans, etc.
8. Supporting the Reference and Solutions Architecture team and BDM with key management decisions in developing, selecting and maintaining preferred deployment approaches, project phases and timelines.
9. Supporting the Reference and Solutions Architecture team and BDM in maintaining the BDM Roadmap and related deliverables to sequence the projects and to plan the required changes in terms of data, human resources, communications and management responsibilities.
10. Supporting ESDC in formalizing the transition or handoff of responsibilities for system support during implementation or project closeout to help delineate operations costs from project costs.
11. Conducting Overall Readiness Assessments to determine if BDM is prepared to embark on a project phase or a particular component deployment.
12. Identifying emerging integration risks, and making recommendations on the course of action.
13. Managing issues within the program management framework.
14. Coordinating program level reporting, dash-boarding and dependency management across projects.
15. Facilitating and coordinating committees, working groups, working sessions or workshops, with ESDC stakeholders and leaders across BDM sub-projects and ESDC enabling projects.
16. Transferring functional and technical knowledge to ESDC staff through training, coaching, demonstrations, written instructions and documents.

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### **B-1.2 Project Management**

The Contractor must provide ESDC with project management services to support the BDM. The high-level requirements include, but are not limited to the below tasks:

1. Aligning sub-projects to the Contractor's Project Plan.
2. Establishing the work breakdown structure with project costing for BDM sub-projects.
3. Developing and managing the project plans and schedules for BDM sub-projects, identifying activities, deliverables, dependencies, risks and mitigation strategies, milestone dates, resource assignments and level of effort, assumptions and the identification of critical dependencies.
4. Monitoring the design, implementation and start-up of the BDM project definition work packages against the established goals, objectives and milestones.
5. On an ongoing basis, identifying, analyzing, planning, tracking and controlling progress of the BDM project definition and implementation work.
6. Providing project management support and expertise to BDM ensuring consistent planning and project management discipline across projects, for:
  - a. Scope Management
  - b. Schedule Management
  - c. Cost Management
  - d. Integration Management and Project Change Request Management
  - e. Risk Management
  - f. Resource Management
  - g. Quality Assurance Management
  - h. Organizational Change Management
7. Maintaining risk and issues registers, leading weekly or bi-weekly status meetings, maintaining schedules, providing quality assurance and supporting change management.
8. Developing reports and presentations, facilitating and coordinating committees, working groups or working sessions with ESDC stakeholders related to project management functions or work packages.
9. Preparing monthly project reporting and dashboard reports following standards complying with ESDC standards.
10. Transferring functional and technical knowledge to ESDC staff through training, coaching, demonstrations, written instructions and documents.

### **B-1.3 Change Management**

The Contractor must provide ESDC with Change Management services to support the BDM business and IT transformation. The high-level requirements include, but are not limited to the below tasks:

1. Designing and/or assisting in designing Change Management plans in alignment with overarching ESDC strategies and plans (including sub-project strategies), and supporting ESDC in the execution of the plans.
2. Designing and conducting change readiness assessments in order to plan and carry out strategies.

3. Providing guidance to BDM sub-projects on all overarching Change Management strategies.
4. Coordinating, preparing and researching, analysis or surveys on the level of change adoption throughout project lifecycles and identifying solutions for course correction.
5. Creating presentations and presenting to various stakeholders; and facilitating meetings and discussions.
6. Participating in change impact analysis and change management activities.
7. Identifying change management tools and risks.
8. Supporting training strategies from the change management perspective.
9. Integrating performance monitoring disciplines in change management plans.
10. Carrying out performance monitoring and reporting activities on change management.
11. Evaluating the effectiveness of the change management initiative.
12. Supporting planning, analysis and research to gain a thorough understanding of the drivers and strategic considerations for workforce transition planning.
13. Facilitating or coordinating committees, working groups, working sessions or workshops with ESDC change stakeholders and leaders across sub-projects and enabling projects.
14. Transferring functional and technical knowledge to ESDC staff, and as required other stakeholders, through training, coaching, demonstrations, written instructions and documents.

#### **B-1.4 Communications Support**

The Contractor must provide ESDC with Communications Support services to support the BDM business and IT transformation. The high-level requirements include, but are not limited to the below tasks:

1. Designing communications plans in alignment with overarching ESDC strategies and plans (including sub-project strategies and plans) and participating in executing the plans.
2. Developing and maintaining 60, 90 or 120 day communications plans and reporting on execution.
3. Providing communications advice to support strategic communications initiatives and strategies.
4. Supporting BDM on the execution of overarching communications strategies and plans.
5. Developing communication products and presentations for delivery to various stakeholders.
6. Facilitating meetings, discussions, and working sessions.
7. Coordinating and integrating communications plans and products across sub-projects to avoid duplication and ensure alignment of messaging.
8. Facilitating or coordinating committees, working groups, working sessions or workshops with ESDC communications stakeholders and leaders across sub-projects and enabling projects.
9. Transferring functional and technical knowledge to ESDC staff, and as required other stakeholders, through training, coaching, demonstrations, written instructions and documents.

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### **B-1.5 Value Management**

Value Management is an essential, critical planning and review process with an analytical focus on ensuring the successful delivery of project outcomes. It is a business function designed to provide independent oversight to projects with respect to value management (also known as Benefits Realization).

The Contractor must provide ESDC with Value Management services to support the BDM business and IT transformation. The high-level requirements include, but are not limited to the below tasks:

1. Planning and coordinating activities to assist ESDC in establishing and operationalizing a Value Management Office.
2. Determining budgetary requirements, composition, roles, responsibilities and terms of reference for the office.
3. Developing and promoting use of a consistent cost estimation methodology for business cases across all projects.
4. Supporting ESDC in reviewing, refining and rolling up project costing and forecasting.
5. Reviewing and assessing existing benefits realization plans and strategies and recommending improvements.
6. Creating benefits realization plans, corresponding to the project business cases, to illustrate how the organization will achieve ongoing progress and benefits realization targets and ensuring that the focus is on realizing the outcomes and benefits of each sub-project and the value to be gained from achieving desired results.
7. Conducting benefits assumption tracking and management.
8. Facilitating or coordinating committees, working groups, working sessions or workshops related to Value Management, with ESDC stakeholders and leaders across sub-projects and enabling projects.
9. Transferring functional and technical knowledge to ESDC, and as required other stakeholders, through training, coaching, demonstrations, written instructions and documents.

### **B-1.6 Performance Measurement**

A Performance Measurement Strategy is "the selection, development and ongoing use of performance measures for program management or decision making." The Contractor must provide ESDC with Performance Measurement services to support the BDM business and IT transformation. The high-level requirements include, but are not limited to the below tasks:

1. Gathering and compiling a catalogue of Current State Program and Operational Performance Measures for EI, CPP and OAS Statutory Program delivery.
2. Assessing the adequacy of current performance measurement on the delivery of EI, CPP and OAS Statutory Programs, and assessing the capacity of the organization to maintain on-going performance measurement systems, at the organization as a whole or at the program level.
3. Advising ESDC on performance measurement best practices in other jurisdictions (includes

provincial and international jurisdictions).

4. Assessing current baselines and the proposed targets and making recommendations.
5. Planning and designing a target Performance Measurement Framework in support of ESDC Strategic Outcomes, Program Activity Architectures and operational standards.
6. Identifying performance measurement gaps and developing a transition plan to implement the target framework.
7. Coordinating and providing advice during the development of future state performance measurement requirements associated with the identified gaps, so that the performance measurement requirements are clearly identified.
8. Informing Analytics Strategies for the sub-projects.
9. Facilitating or coordinating committees, working groups, working sessions or workshops with ESDC performance measurement stakeholders and leaders across sub-projects and enabling projects.
10. Transferring functional and technical knowledge to ESDC, and as required other stakeholders, through training, coaching, demonstrations, written instructions and documents.

#### **B-1.7 Procurement Support**

The Contractor must provide ESDC with Procurement Support services to support the BDM business and IT transformation. The high-level requirements include, but are not limited to the below tasks:

1. Supporting ESDC in the assessment of methods of supply and service delivery models in order to assist ESDC in determining the optimal solution design(s) for BDM.
2. Assisting ESDC in the validation of proposed solution options.
3. Supporting the development and execution of Procurement Strategies for BDM.
4. Reviewing existing strategies or plans and providing recommendations for improvement.
5. Supporting activities to execute the procurement strategies for the acquisition of products or services.
6. Drafting, verifying and/or validating draft Statements of Work for Task Authorizations (TAs) under this contract.
7. Drafting, reviewing and / or supporting the development of Statements of Work, evaluation criteria, processes and schedules as well as supporting bid evaluations and assisting in resolving any solicitation related issues for BDM project procurements.
8. Providing advice regarding the resolution of potential contracting issues under the BDM solution contract(s).
9. In consultation with the ESDC or PWGSC procurement teams, reporting on progress of BDM procurements on an ongoing basis and at scheduled points.
10. In consultation with the ESDC or PWGSC procurement teams, preparing briefing materials on progress and concerns regarding BDM procurements and contract process management.
11. Facilitating or coordinating committees, working groups, working sessions or workshops with ESDC procurement stakeholders and leaders across sub-projects and enabling projects.
12. Transferring functional and technical knowledge to ESDC, and as required other stakeholders, through training, coaching, demonstrations, written instructions and documents.

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### **B-1.8 Vendor Management**

The Vendor Management Support provided by the Contractor will enable ESDC to optimally develop and monitor vendor contracts, vendor relationships and assess performance for the efficient delivery of contracted products and services. The Contractor will have no authority over other vendors under BDM contracts, but will have detailed insight into various BDM project budgets to ensure the integrity and usefulness of the overall Vendor Management function.

The Contractor must provide ESDC with Vendor Management Support services to support the BDM business and IT transformation. The high-level requirements include, but are not limited to the below tasks:

1. Assisting with the development and execution of the vendor management support framework, while providing oversight and supporting delivery of an efficient and effective Contract and Vendor Management program that supports effective risk and value management processes.
2. Developing, maintaining and overseeing an inventory of contracts for BDM to facilitate monitoring, accurate financial projections, strategic planning and trigger periodic reviews for renewals or other control purposes.
3. Supporting the performance of contract lifecycle management from a business/operation/technical perspective to assist ESDC in ensuring vendors are meeting contract commitments.
4. Assisting ESDC in establishing Vendor Management financial management procedures and preparing usage reports.
5. Maintaining consistent vendor management practices for ESDC to expedite with vendors and service providers.
6. Developing strategies and supporting ESDC's coordination of the on-boarding and off-boarding for various vendors, as well as developing on-boarding and off-boarding packages.
7. Advising ESDC on the establishment of vendor relationship parameters and approach, ensuring relationships are established and ongoing meetings occur to ensure the vendor is meeting expectations.
8. Advising ESDC on strategic vendor management practices to ensure optimization of the value that can be achieved from industry.
9. Assisting ESDC in establishing Service Level Agreements (SLA), Operational Level Agreements (OLA) and other required agreements that meet the transformation objectives and outcomes.
10. Liaising with vendors, service providers and ESDC to maximize the value received from vendor management activities.
11. Developing vendor performance measurement tools as a means of measuring success and achievement of outcomes.
12. Assisting ESDC in evaluating vendor performance.
13. Assisting ESDC in identifying, prioritizing and assigning risks related to Vendor Management.
14. Recommending alternative solutions, methodologies and strategies for risk mitigation.
15. Providing coaching, mentoring and training in Vendor Management risk mitigation.



16. Advising ESDC on strategies to plan and control the use of funds so as to meet its goals and maximize its value (Procurement Integration in Project Management).
17. Providing independent verification and validation (IV&V).
18. Facilitating or coordinating committees, working groups, working sessions or workshops related to Vendor Management for BDM.
19. Helping to ensure continuity of the established vendor management capability by transferring functional and technical knowledge to ESDC, and as required other stakeholders, through training, coaching, demonstrations, written instructions and documents.

### **B-1.9 Reference and Solution Architectures**

The Contractor must build on existing work to lead the update of the Reference and Solution Architectures, setting out how the various elements, both at the business and systems levels, need to fit together and operate. The work will lay out the building block components and the relationships between the components from an enterprise perspective.

The Contractor will have access to ESDC Business and Data Architects.

The high-level requirements include, but are not limited to the below tasks:

1. Reviewing and consolidating the ESDC and BDM principles, constraints, and assumptions that guide the Reference and Solution Architectures and promoting clearly defined solution scope while enabling the organization to carry out its mandate and functional responsibilities. These include principles of common benefit processing, or constraints from requirements for privacy and bilingualism.
2. Ensuring that formalized requirements processes result in clearly defined solution scope.
3. Developing and maintaining Reference Architectures and Solution Architectures using or ensuring compatibility with ESDC tools, in partnership with ESDC.
4. Assessing relevant enterprise capabilities and maturity corresponding to the high level Solution Architectures, identifying gaps and making recommendations.
5. Maintaining a Technical Document Reference Repository using tools where they exist or making recommendations on tools, in partnership with ESDC
6. Developing frameworks, technical architectures, and strategies, in consultation with the Innovation, Information and Technology Branch (IITB), Shared Services Canada (SSC) and other contracted vendors supporting BDM, to meet the business and application requirements.
7. Reviewing the integration of all aspects of technology solutions and making recommendations.
8. Supporting key management decisions in developing, selecting and maintaining preferred BDM deployment approach, project phases and timelines.
9. Supporting the TPO and BDM, maintaining the BDM Roadmap and related deliverables to sequence the projects and to plan the required changes in terms of data, human resources, communications and management responsibilities.
10. Executing a capability gap assessment based on business change requirements, principles and

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constraints in order to recommend work packages.

11. Preparing detailed plans for technical design including a review to ensure that requirements are met while fulfilling principles and constraints, and to obtain approval of the system proposal.
12. Ensuring consistency and integration with the organization's and government architectures and business strategies; liaising with the ESDC Architecture Review Board.
13. Developing Principles of Operation and Concepts of System Operations.
14. Keeping projects advised of emerging trends and advising on approaches that have been successfully used in other business and IT transformation projects or jurisdictions.
15. Identifying risks associated with the architecture or technologies and recommending risk mitigation.
16. Facilitating or coordinating committees, working groups, working sessions or workshops related to architectures, requirements gathering, deployment approaches and roadmaps, with ESDC stakeholders.
17. Transferring functional and technical knowledge to ESDC, and as required other stakeholders.

#### **B-1.10 Risk Management**

The Contractor must provide ESDC with Risk Management services to support the BDM business and IT transformation. The high-level requirements include, but are not limited to the below tasks:

1. Assessing ESDC tools and processes to manage project risks and issues as set out in ESDC's Project Management Foundation and Framework.
2. Making recommendations to adopt the processes, or proposing enhancements.
3. Facilitating or coordinating committees, working groups or risk sessions with ESDC stakeholders.
4. Formalizing processes and required tools to document risks, cost the risk mitigation for each risk, maintain risk and issue registers, manage risks or escalate risks to issues.
5. Facilitating or coordinating committees, working groups, working sessions or workshops related to Risk Management, with ESDC stakeholders and leaders across sub-projects and enabling projects.
6. Conduct Threat Risk Assessments and Privacy Impact Assessments as required.
7. Building risk management capability within BDM by transferring functional and technical knowledge to ESDC, and as required other stakeholders, through training, coaching, demonstrations, written instructions and documents.

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### **B-1.11 Quality Management**

The Contractor will provide ESDC with Quality Management services to support the BDM business and IT transformation. The high-level requirements include, but are not limited to the below tasks:

1. Providing ESDC with proven Quality Management methodologies, processes, templates and tools.
2. Developing a Quality Management framework and preparing the Quality Management Plan to ensure quality in all phases of the projects in both product (performance, output or maintainability) and process (scope, time or budget). Elements of the plan will include at minimum:
  - a. Quality planning: the definition of project quality and project quality measurement, quality stakeholder register, responsibilities, interfaces, and tools;
  - b. Quality assurance: project quality metrics and analysis, project quality improvement; and
  - c. Quality control: control charts, mitigation processes.
3. Supporting ESDC stakeholders in identifying, documenting and adopting Project Tolerances, the permissible deviation above and below target for time, cost, quality, scope, and benefits.
4. Developing an Information Management (IM) model for project deliverables, and implementing processes, repositories and information management best practices to assist ESDC in maintaining the proper IM discipline throughout BDM.
5. Performing quality assurance on BDM project deliverables.
6. Developing processes to maintain project deliverables.
7. Facilitating or coordinating committees, working groups, working sessions or workshops related to Quality Management, with ESDC stakeholders.
8. Building Quality Management capability within BDM by transferring functional and technical knowledge to ESDC, and as required other stakeholders, through training, coaching, demonstrations, written instructions and documents.

### **B-1.12 Technology Strategies and Assessments**

The Contractor must provide advice and guidance to support ESDC regarding potential technology solutions. The high-level requirements include, but are not limited to the below tasks:

1. Assessing the capacity of existing enterprise capabilities and systems to meet the needs of BDM and to inform procurement requirements.
2. Preparing technology strategies related to BDM.
3. Transferring functional and technical knowledge to ESDC, and as required other stakeholders, through training, coaching, demonstrations, written instructions and documents.

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## SECTION C – PROJECT DEFINITION PHASE REQUIREMENTS

The Contractor must provide ESDC with project definition services to support the BDM business and IT transformation. The TPO will provide overarching project management functions for the project definition work, and will provide expertise in Business and Reference Architecture to ensure alignment of deliverables with the enterprise-wide perspective.

The Contractor will support ESDC in accordance with the contract for the “as and when requested” work outlined in this Section C, through either solutions-based or task-based Task Authorizations. Specific tasks and deliverables will be identified in each authorized Task Authorization.

The requirements include but are not limited to the following:

C-1.1	Business Interfaces for EI, CPP and OAS Statutory Programs
C-1.2	Business Rules Extraction and Simplification for EI, CPP and OAS Statutory Programs
C-1.3	Policy Gap Assessment for EI, CPP and OAS Statutory Programs
C-1.4	Data Architecture: Common Data Model for EI, CPP and OAS Statutory Programs
C-1.5	BDM Phase 1 Sub-Project Readiness Assessment and Project Planning
C-1.6	Execute BDM Citizen Engagement Strategy
C-1.7	Client Experience Strategy – for Citizens, Employers, and Staff
C-1.8	Channel Mix Strategy
C-1.9	Analytics Strategy and Plan for EI, CPP and OAS Statutory Programs
C-1.10	Business Requirements – Review and Refine
C-1.11	BDM Deployment Considerations

### C-1.1 Business Interfaces for EI, CPP and OAS Statutory Programs

EI, CPP and OAS Statutory Programs exchange information with organizations. The interfaces are governed by memoranda of understanding (MOU’s) and information sharing agreements. While the assumption is that BDM will not respect all existing interfaces to external systems, changes that benefit both organizations for any specific interface will be considered, and new business interfaces may be introduced during the course of legislative changes.

A second group of interfaces supports internal system communications. These are expected to evolve during BDM, with interim or new bridging interfaces being also being identified.

Further requirements for each interface will be developed during specific BDM phases, based on the BDM Deployment Approach.

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The Contractor must support ESDC in introducing new, interim or bridging business interfaces, and developing processes to maintain the interfaces and associated requirements. The high-level requirements include, but are not limited to the below tasks:

1. Confirming deliverables and preparing plans.
2. Compiling business interfaces catalogue for EI, CPP and OAS statutory programs.
3. Compiling application interfaces catalogue for EI, CPP and OAS statutory programs.

### **C-1.2 Business Rules Extraction and Simplification for EI, CPP and OAS Statutory Programs**

Most business rules that drive EI, CPP and OAS Statutory Program claim processing and decisions are unstructured and highly coupled, preventing dynamic updates to specific business logic without extensive testing. Furthermore, business rules are located in multiple disparate systems (minimal tracking of rules, low visibility into common rules, limited categorization of rules (policy vs. operational), etc.) inhibiting the ability to define a common approach / methodology for ongoing updates and maintenance.

ESDC recognizes the importance of effective Business Rules Management to enable the future implementation of a Business Rules Engine solution and to ultimately ensure maintainability of the applications supporting EI, CPP and OAS.

The Contractor must support ESDC in establishing a new approach to Business Rules Management, including tools, capacity and expertise. The high-level requirements include, but are not limited to the below tasks:

1. Confirming deliverables and preparing plans.
2. Preparing approaches and plans for business rule extraction and simplification.
3. Preparing an inventory of business rule sources.
4. Extracting and validating business rules from existing EI, CPP and OAS systems.
5. Creating and maintaining a Business Rules Catalogue for EI, CPP and OAS statutory programs.
6. Developing processes and governance for overall rules management from the current state through to deployment and implementation of a Business Rules Engine in BDM Phase 1.
7. Identifying and demonstrating the steps required to move specified rules from the transitional catalogue of rules to the BDM Phase 1 Business Rules Engine.
8. Identifying and creating a repository of rule simplification and common benefit processing opportunities.

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### **C-1.3 Policy Gap Assessment for EI, CPP and OAS Statutory Programs**

The current level of legislative and policy complexity within the three statutory Programs (EI, CPP, and OAS) constrains ESDC's ability to automate and streamline program delivery and does not position ESDC well for long term transformation. Furthermore, this complexity continues to increase as legislative changes, on-going policy refinement and new benefit types are introduced into the Programs. Policy changes are not uniformly or comprehensively designed and create layers of complexity that can be difficult for clients to understand, and for staff to implement and explain.

The Contractor must support ESDC in conducting a Policy Gap Assessment for EI, CPP and OAS. The high-level requirements include, but are not limited to the below tasks:

1. Confirming deliverables and preparing plans.
2. Preparing a Work Plan for the Policy Gap Assessment.
3. Managing and assisting in the execution of policy changes and simplification initiatives.
4. Providing status updates.

### **C-1.4 Data Architecture: Common Data Model for EI, CPP and OAS Statutory Programs**

Historically, the three statutory programs have been administered independently which has resulted in the creation of multiple versions of certain information, difficulties in determining the most up to date source of data and administrative burden on clients who are required to provide the same information multiple times.

The Contractor must support ESDC in obtaining a better understanding of the current data architecture and must support the planning for a target data architecture for current and historical data. The high-level requirements include, but are not limited to the below tasks:

1. Confirming deliverables and preparing plans.
2. Defining business information scope.
3. Identifying existing Reference Sources for BDM Data Architecture.
4. Preparing a Business Information Catalogue for EI, CPP and OAS, with processes and governance to maintain a single authoritative catalogue.
5. Developing common data model (entity/relationship) for EI, CPP and OAS.
6. Identifying data components and developing data store catalogue for EI, CPP, and OAS.

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### **C-1.5 BDM Phase 1 Sub-Project Readiness Assessment and Project Planning**

The Contractor must provide advice and guidance to support ESDC in planning and assessing the operational readiness to ensure ESDC meets the conditions for success to launch, execute and manage each BDM sub-project for the BDM Phase 1.

The high-level requirements include, but are not limited to the below tasks:

1. Confirming deliverables and preparing plans.
2. Conducting sub-project Readiness Assessments.
3. Preparing sub-project Project Charters and Project Management Plans.
4. Preparing sub-project Readiness Assessments with an Action Plan for Identified Gaps.

### **C-1.6 Execute BDM Citizen Engagement Strategy**

There is a recognized need for direct engagement with citizens and front-line staff to ensure that their views are integrated into future state designs. This aligns with the Government of Canada direction and mandate as well as the ESDC Service Strategy goals and outcomes, both of which highlights the importance of citizen engagement and improved client services across departments and programs.

The Contractor must provide expertise to support the execution of ESDC's BDM citizen engagement activities. The high-level requirements include, but are not limited to the below tasks:

1. Confirming deliverables and preparing plans.
2. Analyzing BDM Citizen Engagement feedback, obtained by ESDC, including client needs, expectations, and preferences.
3. Preparing recommendations resulting from Citizen Engagement, including overview presentations.

### **C-1.7 Client Experience Strategy – for Citizens, Employers, and Staff**

ESDC currently operates as a program-centric organization, which can cause complexity for the client (citizen and employer) and limit the degree of integration and alignment across programs silos. One of the BDM goals is to take a more client-centric approach to program delivery – understanding the client needs, preferences, and expected experience from the outset.

The Contractor must support ESDC in the execution of a Client Experience Strategy and developing a Client Segmentation Model. The high-level requirements include, but are not limited to the below tasks:

1. Confirming deliverables and preparing plans.
2. Preparing a Work Plan for ESDC's Client Experience Strategy.
3. Developing a Client Segmentation Model with a menu of services.

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### **C-1.8 Channel Mix Strategy**

One of the goals of BDM is to improve client accessibility to clear information. Currently ‘channel churn’ presents a significant client service issue, with an average of 6.4 interactions with a higher cost channel (in-person or telephone) per new claim and limited use of My Service Canada Account (25% of clients). Clients may contact a variety of call centers/queues in their attempt to resolve issues (e.g. 1-800 O Canada, EI/CPP/OAS Call Center, Cross Channel queue via the SC in-person). Multiple points of contact that may have limited authorities to resolve service issues leads to clients being redirected from one point of contact to another.

The Contractor must provide expertise and guidance to support BDM’s Channel Mix Strategy. The high-level requirements include, but are not limited to the below tasks:

1. Confirming deliverables and preparing plans.
2. Preparing a Work Plan for the Channel Mix Strategy.
3. Preparing a high-level Channel Maturity Model and Assessment.
4. Conducting Channel Interaction Review.
5. Preparing a BDM Channel Mix Strategy and BDM Roadmap.

### **C-1.9 Analytics Strategy and Plan for EI, CPP and OAS Statutory Programs**

ESDC is tasked with risk-based analysis to reduce the level of effort in applying due diligence to low-risk types of claims and where the result of the effort has little or no impact on the outcome. There is a need to further develop the strategy and approach for building analytics capability in alignment with the BDM future state across people, process and technology to efficiently convert data into business value.

The Contractor must provide expertise and guidance to support ESDC’s Analytics Strategy and Plan for EI, CPP and OAS. The high-level requirements include, but are not limited to the below tasks:

1. Confirming deliverables and preparing plans.
2. Preparing a Work Plan for the Analytics Strategy.
3. Preparing analytics maturity Assessment Gap Analysis.
4. Supporting development of ESDC’s BDM Analytics Strategy.
5. Supporting development of ESDC’s BDM Analytics Initiatives and Plan.



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### **C-1.10 Business Requirements – Review and Refine**

The compiled BDM business requirements address all top level components of the BDM Reference Model, focusing on these core components:

- a. Case management.
- b. Business rules solution.
- c. Streamlined intake for clients.

The business requirements are clearly structured and tagged with metadata areas. Well-defined processes to ensure completeness and maintain the business requirements will be key to the success of BDM. The current business requirements are stored in “Rational DOORS” a requirements tool that exists within ESDC.

The Contractor must provide expertise to assist ESDC in taking the current BDM business requirements to the next functional level. The high-level requirements include, but are not limited to the below tasks:

1. Provide capacity and support the development of BDM business requirements according to the BDM Reference Model.
2. Recommending and establishing processes and tools for maintaining business requirements throughout BDM and beyond.
3. Standardizing business requirement terminology with other BDM work packages including the common data model and business rules.
4. Gathering and compiling transitional business requirements that are consistent with the BDM Deployment Approach and stakeholder needs.

### **C-1.11 BDM Deployment Considerations**

The Contractor must provide expertise to support ESDC in refining options and considerations to be factored into the actual phasing of the implementation of components, such as business functionality, and the uptake of volumes of users (balancing the needs of various stakeholders, cost to the organization, and risk to the organization in achieving benefits).

The high-level requirements include, but are not limited to the below tasks:

1. Reviewing the preliminary BDM deployment approach.
2. Engaging deployment stakeholders.
3. Supporting key management decisions in developing, selecting and maintaining the preferred BDM deployment approach, project phases and timelines.
4. Developing criteria to evaluate the options outlined in the preliminary BDM deployment approach, including but not limited to:
  - a. Stakeholder needs.
  - b. Up take of volumes of users.
  - c. Cost to the organization.
  - d. Risk to the organization.

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## SECTION D – ADDITIONAL REQUIREMENTS

If required, the services under this Section D will be provided in accordance with the contract, on an “as and when requested basis”, through either solutions-based or task-based Task Authorizations.

### D-1.1 Additional Requirements

The Contractor may be required to provide expertise and guidance to support the services identified below, for BDM and to address interdependencies with enabling projects.

*Additional Requirements:*

1. Analytics
2. Business Architecture
3. Business Needs - High-Level
4. Business Process Re-Engineering
5. Business Requirements - Detailed
6. Change Impact Assessment
7. Considerations regarding Legacy Technology and Deployment Approach
8. Costing
9. Environmental Scan
10. Gap Analysis
11. Functional Model Design
12. Integration of Enabling Projects
13. Performance Management Roadmap
14. Portfolio Analysis
15. Portfolio Business Requirements
16. Privacy Impact Assessment (PIA)
17. Process Analysis
18. Prototyping
19. Security Strategy
20. Service Delivery Models
21. Threat Risk Assessment
22. Workforce Gap Assessment
23. Workforce Transition and Operations Planning

## **ANNEX B**

### **PRICE SCHEDULE**

**1. Instructions** [These instructions will be removed at contract award and the Price Schedule will be renumbered accordingly.]:

- 1.1 The Bidder's Financial Bid **must** include the completed Form 3 to Part 4 – Bid Solicitation – Price Schedule Form.
- 1.2 Bidders must **not** use the tables below in their Financial Bid.
- 1.3 The contract Price Schedule will be developed based on inputs of the winning Bidder's Form 3 to Part 4 – Bid Solicitation – Price Schedule Form.

**2. Introduction**

The Contractor will be paid for work performed in accordance with the Basis of Payment of the contract, pursuant to firm price Work included in Section A – Leadership Team of the SOW, and each approved Task Authorization. The estimates submitted with each Task Authorization should conform to article 7.2 - Task Authorization that will then be calculated in accordance with the rates in this Annex "B".

**3. Leadership Team (SOW Section A)**

The Contractor will be paid Government of Canada (GC) allocated funds in the total amount of \$1,870,000.00 - firm price for Work performed in accordance with the contract SOW Section A –Leadership Team and Table 1 and Table 2 below, for the initial contract period.

The prices are in Canadian currency. Customs duties are included and Applicable Taxes are extra.

**TABLE 1**

Leadership Team (SOW Section A) Milestone Deliverables	Firm Price (portion of the GC Allocated Funds)
Milestone Deliverable #1 (Annex A, Section A, subsection A-1.2 Transformation Methodology) <ul style="list-style-type: none"><li>a. Updated preliminary Transformation Methodology - delivery date within 15 business days following contract award. Project Authority approval within 5 business days following Contractor delivery of the preliminary Transformation Methodology.</li><li>b. Final Transformation Methodology – delivery date within 10 business days following Project Authority approval of the updated preliminary Transformation Methodology. Project Authority approval within 5 business days following</li></ul>	<ul style="list-style-type: none"><li>a. \$50,000.00</li><li>b. \$50,000.00</li></ul>

Contractor delivery of the final Transformation Methodology.	
<p>Milestone Deliverable #2 (Annex A, Section A, subsection A-1.2 Project Plan)</p> <ul style="list-style-type: none"> <li>a. Initial Project Plan – delivery date within 20 business days following contract award. Project Authority approval within 5 business days following Contractor delivery of the initial Project Plan.</li> <li>b. Final Project Plan – delivery date within 10 business days following Project Authority approval of the initial Project Plan. Project Authority approval within 5 business days following Contractor delivery of the final Project Plan.</li> </ul>	<ul style="list-style-type: none"> <li>a. \$50,000.00</li> <li>b. \$50,000.00</li> </ul>
<p>Milestone Deliverable #3 (Annex A, Section A, subsection A-1.2 Procurement Strategy)</p> <ul style="list-style-type: none"> <li>a. Initial procurement strategy – delivery date 30 business days following contract award. Project Authority approval within 5 business days following Contractor delivery of the initial procurement strategy.</li> <li>b. Final procurement strategy – delivery date 10 business days following Project Authority approval of the initial procurement strategy. Project Authority approval within 5 business days following Contractor delivery of the final procurement strategy.</li> </ul>	<ul style="list-style-type: none"> <li>a. \$50,000.00</li> <li>b. \$50,000.00</li> </ul>
<p>Milestone Deliverable #4 (Annex A, Section A, subsection A-1.2 Expert Industry Panel Workshops)</p> <ul style="list-style-type: none"> <li>a. Expert industry panel workshop #1 – delivery date TBD upon Project Authority approval of Project Plan.</li> <li>b. Expert industry panel workshop #2 – delivery date TBD upon Project Authority approval of Project Plan.</li> </ul>	<ul style="list-style-type: none"> <li>a. \$37,500.00</li> <li>b. \$37,500.00</li> </ul>
<b>Total of Milestone Deliverable portion of GC Allocated Firm Price:</b>	<b>\$375,000.00</b>

TABLE 2

Leadership Team (SOW Section A)		Initial Contract Period award to <i>(end date will be inserted at award)</i> *	Firm Price (remaining GC Allocated Funds)
18 equal monthly progress payments of:			\$83,055.55/month
Remaining portion of GC Allocated Firm Price (18 mths x \$83,055.55/month)			\$1,495,000.00

\*For any option periods, the Work under Section A – Leadership Team of the SOW will be managed through Task Authorizations. As per article 7.8.2 Limitation of Expenditure, the GC allocated funds - firm price is only for the initial contract period.

**4. As-and-when Requested Work**

**4.1** The Contractor will be paid in accordance with the firm all-inclusive per diem rates in Tables 3 for any Work performed pursuant to the contract and any resulting Task Authorizations. The firm all-inclusive per diem rates include the cost of labour, fringe benefits, general and administrative expenses, overhead, profit and the like, excepting only applicable taxes. All expenses reasonably and properly incurred for the provision of the services in accordance with the contract (i.e. project office space [including Contractor's hardware and software], word processing, work estimates, photocopying, courier and telephone charges, local travel and the like) are included in the firm all-inclusive per diem rates identified herein, and will not be permitted as direct charges under the contract. The Contractor is not permitted to charge per diem rates to prepare work estimates or Task Authorizations.

The rates are in Canadian currency. Customs duties are included and Applicable Taxes are extra.

**4.2 Rates Subject to Economic Price Adjustment (EPA)**

**4.2.1** The provisions of this article apply to the per diem rates set out in Table 3.

**4.2.2** Beginning in Option Period 1 of the contract, the applicable Initial Contract Period firm all-inclusive per diem rates have been adjusted by an EPA of 2% for the 12-month option period in accordance with the provisions of this article. The same methodology has been applied to all subsequent 12-month option periods (Option Period 2 through 6) and Option Period 7 (6 months). The firm all inclusive per diem rates for Option Period 8 (6 months) remains the same as the rates in Option Period 7 (6 months) as the sum total of these two option periods equals 12-months.

**4.2.3** Example of EPA calculation:

Initial Contract Period firm all-inclusive per diem rate: \$100

Option Period 1 (12 months):	$(\$100.00 \times .02) + \$100.00 = \$102.00$
Option Period 2 (12 months):	$(\$102.00 \times .02) + \$102.00 = \$104.04$
Option Period 3 (12 months):	$(\$104.04 \times .02) + \$104.04 = \$106.12$
Option Period 4 (12 months):	$(\$106.12 \times .02) + \$106.12 = \$108.24$
Option Period 5 (12 months):	$(\$108.24 \times .02) + \$108.24 = \$110.40$
Option Period 6 (12 months):	$(\$110.40 \times .02) + \$110.40 = \$112.61$
Option Period 7 (6 months):	$(\$112.61 \times .02) + \$112.61 = \$114.86$
Option Period 8 (6 months):	remains \$114.86

**TABLE 3**

AS-AND-WHEN-REQUESTED WORK (Annex A, Statement of Work) – TASK AUTHORIZATIONS – Core Resource Categories										
Core Resource Categories	Level	Initial Contract Period award to (end date will be inserted at award) - Firm All-Inclusive Per Diem Rate (CDN \$)	Option Period 1 (start/end dates will be inserted at award) - Firm All-Inclusive Per Diem Rate (CDN \$)	Option Period 2 (start/end dates will be inserted at award) - Firm All-Inclusive Per Diem Rate (CDN \$)	Option Period 3 (start/end dates will be inserted at award) - Firm All-Inclusive Per Diem Rate (CDN \$)	Option Period 4 (start/end dates will be inserted at award) - Firm All-Inclusive Per Diem Rate (CDN \$)	Option Period 5 (start/end dates will be inserted at award) - Firm All-Inclusive Per Diem Rate (CDN \$)	Option Period 6 (start/end dates will be inserted at award) - Firm All-Inclusive Per Diem Rate (CDN \$)	Option Period 7 (start/end dates will be inserted at award) - Firm All-Inclusive Per Diem Rate (CDN \$)	Option Period 8 (start/end dates will be inserted at award) - Firm All-Inclusive Per Diem Rate (CDN \$)
H1 – Application Architect	1									
	2									
H2 – Business Analyst	1									
	2									
H3 – Business Architect	1									
	2									
H4 – Business Consultant	1									
	2									
H5 – Business Rules Engineer	1									
	2									
H6 – Change Management Consultant	1									
	2									
H7 – Communications Consultant	1									
	2									
H8 – Data Analyst	1									
	2									
H9 – Financial Specialist	1									
	2									



[illegible]

## **ANNEX C**

### **SECURITY REQUIREMENTS CHECK LIST (SRCL)**

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## SECURITY REQUIREMENTS CHECK LIST (SRCL)

## LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

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

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité

Canada





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Gouvernement du Canada

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**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

If Yes, indicate the level of sensitivity:

Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes  
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input checked="" type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments: \*

Commentaires spéciaux \*

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes  
Non Oui

If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté? ☐ No ☐ Yes  
Non Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes  
Non Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes  
Non Oui

**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes  
Non Oui

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Security Classification / Classification de sécurité

Canada



Government  
of Canada

Gouvernement  
du Canada

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

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.

Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

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

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non

☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non

☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).



## Annex D – Glossary

This annex outlines the terminology employed throughout the contract.

The terms defined in this annex are those used by ESDC and BDM, and are based on terms that are broadly used in the industry. Terms are consistent with ESDC's *Departmental Architecture Content Model* (DACM).

Term	Definition
Benefit type	Type of benefit delivered under the EI, CPP and OAS mandates.
Business Service	A business service is a means of delivering value, through an explicitly defined interface, to a stakeholder or customer by facilitating outcomes this stakeholder or customer wants to achieve without the ownership of specific costs and risks.
Client	A member of Client Group that is the intended direct recipient of a service.
Client Group	A population of individuals, companies or non-profit groups that is the intended recipient or user of a service. For BDM, client groups include citizens and employers.
Enabling Project	An ESDC project that enables BDM outcomes to be achieved.
Global Practise	A globally and uniformly applied (program management) practice of a Multinational.
High-touch	High-touch customer service refers to the idea that some customer service issues are complex and involve high value customers.
Investment Program	A course of action that is being executed through one or more projects for a return on investment.
Implementation	Project phase of execute/build/deploy, prior to close-out.
Lead role	The supplier or individual primarily responsible for deliverables and outcomes in an aspect of a program or project.
Phase (BDM)	A group of BDM sub-projects being implemented concurrently as described in the deployment approach.
Pre-Implementation	Project phase between planning and implementation.
Senior management	Director, Director General (DG), Assistant Deputy Minister (ADM), Senior ADM (SADM) and above.
Stakeholder	The recipient of a business service, or, entities that have interest in a given project.
Sub-project, BDM	A project being carried out under the overarching BDM project.

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Transformation Project	Transformation is defined as a ‘distinct change to the way an organization conducts all of part of its business’. A transformation project (transformational change) replaces “what is” with something completely new. It encompasses the aspects of people, processes and technology, and requires designing and implementing a “new state.” The future state is so different from the current state that the people and culture must change to implement it successfully.
Workforce	Internal resources involved in the delivery of business services.

## ANNEX E

### ACRONYMS

Acronym	Full Text
ADM	Assistant Deputy Minister
BDM	Benefits Delivery Modernization
BDM – ADMSC	Benefits Delivery Modernization – ADM Steering Committee
CA	Chartered Accountant
CBSA	Canada Border Services Agency
CCIS	Call Centre Improvement Strategy
CCMP	Certified Change Management Professional
CCT	Corporate Correspondence Tool
CFOB	Chief Financial Officer Branch
CIO	Chief Information Officer
CMA	Certified Management Accountant
CMC	Certified Management Consultant
COO	Chief Operating Officer
COTS	Commercial off-the-shelf
CPP	Canada Pension Plan
CPP-SIS	Canada Pension Plan – Service Improvement Strategy
CRA	Canada Revenue Agency
CRM	Customer Relationship Management
CSB	Citizen Services Branch
CX	Client Xperience
DACM	Departmental Architecture Content Model
DG	Director General
DM	Deputy Minister
ECAS	Enterprise Cyber Authentication Solution
EI	Employment Insurance
EI-ACSI	Employment Insurance – Automation & Client Service Improvements
EPA	Effective Project Approval
ESDC	Employment and Social Development Canada



GC	Government of Canada
GCMS	Global Case Management System
HCCS	Hosted Call Centre Solution
HRSB	Human Resources Services Branch
IITB	Innovation, Information & Technology Branch
ISB	Integrity Services Branch
ISSD	Income Security & Social Development
IT	Information Technology
JAD	Joint Application Development
KPI	Key Performance Indicator
MSCA	My Service Canada Account
MSP	Managing Successful Programmes
NHQ	National Headquarters
NTC	National Transformation Committee
OAS	Old Age Security
OAS-SIS	Old Age Security – Service Improvement Strategy
OGD	Other Government Departments
PCO	Privy Council Office
PDO	Project Delivery Office
PMBSC	Portfolio Management Board Steering Committee
PMP	Project Management Professional
PPSB	Processing & Payment Services Branch
PWGSC	Public Works Government Services Canada
SADM	Senior Assistant Deputy Minister
SaaS	Software as a Service
SC	Service Canada
SEB	Skills & Employment Branch
SSC	Shared Services Canada
SSPB	Strategic and Service Policy Branch
TB	Treasury Board
TISMB	Transformation and Integrated Service Management Branch
TSCG	Technology Supply Chain Guidelines

**ANNEX F**  
**TASK AUTHORIZATION FORM**

### **Form Instructions**

This template provides the basis for the Task Authorizations, as detailed in the resulting contract clauses. Task Authorizations authorize work to be performed, in accordance with the resource categories defined in *Annex A – Statement of Work*, *Annex H – Resource Category Information* and the associated rates defined in *Annex B – Price Schedule*.

Commentary or guidance on completing a section of the form are identified in the brackets <>, and should be removed when completing the form.

All Task Authorizations should have a unique number to identify them.

---

**Benefits Delivery Modernization (BDM)**

Please provide the appropriate unique identification number and title:

Task Authorization (TA) Number

Title: \_\_\_\_\_

**Approvals**

	Name	Signature	Date
Initiated by:			
Approved by Project Authority:			
Approved by Contracting Authority:			
Accepted by Contractor:			

**Remarks:**

<Enter introductory remarks>

## **1 Instructions to the Contractor for TA Response:**

Whether the TA request is solution based or resource based, the Contractor must substantiate any solution based TA response by identifying the proposed resource categories and demonstrated experience in accordance with *Annex A – Statement of Work*, *Annex H – Resource Category Information*, as well as price substantiation in accordance with *Annex B – Price Schedule*.

## **2 Background Information**

<Enter background information.>

## **3 Overview of Requirement**

<Provide a high level description of requirement and indicate the labour category(ies), as applicable.>

## **4 Objective and Scope**

<Define the objectives and scope of this TA.>

## **5 Detailed Requirements**

<Provide a description of the requirements that will be addressed by this TA. Including period of services, work location, travel requirements, level of security clearance and language requirements that align with the contract, as well as requirements that are within scope of the resource category descriptions and minimum mandatory qualifications in Annex H.>

## **6 Project Plan**

<Provide a high level plan outlining the project steps, timelines, resource requirements and interdependencies.>

## **7 Roles and Responsibilities**

<Identify the roles and responsibilities associated with this TA.>

## **8 Project Deliverables and Milestones**

<Provide a description of the project deliverables and identify major milestones with dates.>

## **9 Assumptions and Constraints**

<Detail any assumptions and constraints associated with the completion of this TA.>

## **10 Cost Detail**

<Provide detailed costing to support justification for this TA.>

## **11 Acceptance Criteria**

<Provide a description of the criteria that must be met in order for the work completed under this TA to be accepted and payment authorized.>

**ANNEX G**  
**NON-DISCLOSURE AGREEMENT AND CONFLICT OF**  
**INTEREST DECLARATION**

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## NON-DISCLOSURE AGREEMENT AND CONFLICT OF INTEREST DECLARATION

I \_\_\_\_\_ of the City of \_\_\_\_\_, recognize that, in the course of my work to be performed under the contract (File Number: \_\_\_\_\_), for the provision of Professional Services between \_\_\_\_\_ and Her Majesty the Queen in right of Canada (the "Contract"). I may be given access to confidential in some instances classified, and proprietary information and documentation (including those directly or indirectly related to the core Benefits Delivery Modernization (BDM) project and potentially other transformation projects for Employment and Social Development Canada (ESDC) (the "Procurement Processes")) belonging to the Crown and confidential or proprietary information and documentation belonging to third parties (all collectively referred to as the "Information"). I agree that:

- a) I will not, without the prior written permission of the Project Authority identified under the Contract, disclose the Information to anyone other than the Crown personnel directly involved in this contract who have executed this confidentiality agreement and then only on a need-to-know basis;
- b) I will not make copies of the Information, nor make use of the Information, for any purpose other than the performance of the Contract; and
- c) At the expiry or termination of my duties under the Contract, I will immediately deliver to the Project Authority identified under the Contract, all copies, whether in hard copy or soft copy format, of the Information that has come into my possession.

I hereby represent and warrant that, either as an individual or through any business organization including, without limitation, a corporation, partnership, or joint venture in which I have an ownership, control, or any other kind of interest, that I will immediately report to the Contracting Authority identified under the contract any conflicts of interest that I become aware of during the contract period. Conflicts of interest include but are not limited to the following:

- Past or current personal or business relationships or anticipated (whether presently fully defined or not) personal or business relationships with any of the suppliers that may participate in any Procurement Processes as a result of this Contract, that might give rise to a reasonable apprehension of bias in relation to the Procurement Processes.

\_\_\_\_\_  
Resource Name

\_\_\_\_\_  
Resource Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Company Authorized  
Representative Name

\_\_\_\_\_  
Company Authorized  
Representative Signature

\_\_\_\_\_  
Date



## **ANNEX H**

# **RESOURCE CATEGORY INFORMATION**

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## 1. General Considerations

The purpose of this annex is to describe the minimum mandatory qualifications and expertise for all resources proposed for all resource categories under this contract in accordance with *Annex A - Statement of Work* and *Annex B – Price Schedule*.

In accordance with the contract clause 7.23 Non-Disclosure Agreement, the Contractor must submit a signed *Annex G - Non-Disclosure Agreement (NDA) and Conflict of Interest (COI) Declaration* for each proposed resource.

The following categories are subject to the minimum mandatory qualifications:

- H-1 Application Architect
- H-2 Business Analyst
- H-3 Business Architect
- H-4 Business Consultant
- H-5 Business Rules Engineer
- H-6 Change Management Consultant
- H-7 Communications Consultant
- H-8 Data Analyst
- H-9 Financial Specialist
- H-10 Information/Data Architect
- H-11 Performance Measurement Specialist
- H-12 Procurement and Contracting Specialist
- H-13 Program Manager
- H-14 Project Executive
- H-15 Project Manager
- H-16 Quality Assurance Specialist
- H-17 Risk Management Specialist
- H-18 Scheduler
- H-19 Solution or Technical Architect
- H-20 Strategic Advisor
- H-21 Value Management Specialist

## 2. Résumés for Proposed Resources in response to Task Authorizations:

Unless specified otherwise in the contract, the Contractor must include résumés for the proposed resources that demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to résumés and resources:

- i. Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work.

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- ii. For educational requirements for a particular degree, designation or certificate, only educational programmes that were successfully completed by the resource by the time of submission will be considered. If the degree, designation or certification was issued by an educational institution outside of Canada, the Contractor must provide a copy of the results of the academic credential assessment and qualifications recognition service issued by an agency or organization recognized by the Canadian Information Centre for International Credentials (CICIC).
  - iii. For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of submission and must continue, where applicable, to be a member in good standing of the profession's governing body throughout the period of the work. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in the requirement. If the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
  - iv. For work experience, experience gained as part of an educational programme will not be considered, except for experience gained through a formal co-operative programme at a post-secondary institution.
  - v. For any requirements that specify a particular time period (e.g., 2 years) of work experience, any information about experience will be disregarded if the individual's résumé does not include the relevant dates for the experience claimed (i.e., the start date and end date).
  - vi. For work experience to be considered, the résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. The Contractor should provide complete details as to where, when (month and year), and how (through which activities/responsibilities), the stated qualifications/experience were obtained. Situations in which a proposed resource worked at the same time on more than one project, only one project will be counted toward any requirements that relate to the individual's length of experience.
  - vii. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the

reference will be the information assessed. A mandatory criterion will not be considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor), nor will it be considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.

- viii. During the assessment of the resources proposed, should the references for required resources either be unavailable or fail to substantiate the resources' qualifications to perform the required services, the Contracting Authority may find the quotation to be non-responsive.

### 3. Minimum Mandatory Qualifications

All resources proposed for all resource categories under this contract must meet the following minimum mandatory qualifications:

MMQ Number	Minimum Mandatory Qualification (MMQ)
<b>MMQ.1</b>	<p>The Contractor must demonstrate that the proposed resource(s) have the minimum number of years of experience specified below, relevant to the Resource Category and for the experience level required.</p> <p>Resource Category Experience Level 1: 5 years within the past 8 years</p> <p>Resource Category Experience Level 2: 10 years within the past 15 years</p> <p>Resource Category Experience Level 3: 15 years within the past 18 years</p> <p>In order for a proposed resource to be accepted, the Contractor must demonstrate that the resource has experience with at least 50% of the required services enumerated below for the respective Resource Category.</p>
<b>MMQ.2</b>	<p>When required, the proposed resource(s) must hold valid degree or diploma from a recognized university or college, identified in the TA.</p>
<b>MMQ.3</b>	<p>When required, the proposed resource must hold valid certification(s) identified in the TA.</p>

For the purposes of any given Task Authorization, the Project Authority may consider additional criteria as equivalent or superior to the minimum mandatory qualifications specified in this annex for any resource category. This determination will depend on the specifics of the task and will be made at the sole discretion of the Project Authority.

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## **4. Resource Category Requirements for the Leadership Team and Task Authorizations**

### **H-1 Application Architect**

#### **H-1.1 Required Services**

The required services may include, but are not limited to the following:

1. Developing technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements.
2. Identifying the policies and requirements that drive out a particular solution.
3. Analyzing and evaluating alternative technology solutions to meet business problems.
4. Ensuring the integration of all aspects of technology solutions.
5. Monitoring industry trends to ensure that solutions fit with government and industry directions for technology.
6. Analyzing functional requirements to identify information, procedures and decision flows.
7. Evaluating existing procedures and methods, identifying and documenting database content, structure, and application sub-systems, and developing data dictionary.
8. Defining and documenting interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems.
9. Defining input/output sources, including detailed plan for technical design phase, and obtaining approval of the system proposal.
10. Identifying and documenting system specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions, etc.

### **H-2 Business Analyst**

#### **H-2.1 Required Services**

The required services may include, but are not limited to the following:

1. Analyzing, advising on, and implementing business processes, strategies and functions.
2. Identifying sources of, and identifying complex business decisions including manual systems.
3. Gathering or compiling work flows and processes, etc. in terms of their relationships to business rules.
4. Making recommendations and providing advice for improvements and assisting in developing solutions, scenarios and implementing recommendations.
5. Identifying and researching best practices.
6. Creating decision tables to represent business rules.
7. Leading and managing various business systems and process improvements (e.g., initiating redesign for increased efficiencies and reduce overall costs, implementing improvements to automate a process).
8. Analyzing and validating rules extracted by tools, and determining when rules are ineffective or outdated.
9. Facilitating joint application development (JAD) sessions and acting as facilitator during workshops.

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10. Defining business glossaries.
  11. Consulting stakeholders (individually or by means of facilitating group sessions) to identify comprehensive business requirements.
  12. Providing support in analyzing, evaluating and controlling risks.
  13. Implementing and advising on measures to mitigate risk.

### **H-3 Business Architect**

#### **H-3.1 Required Services**

The required services may include, but are not limited to the following:

1. Developing policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization's actual and planned capabilities.
2. Conducting an assessment of the business architecture, process and business rules providing a basis for stating the organization's business rules formally and rigorously.
3. Identifying scope and objectives around business rules.
4. Classifying types of business rules – program or operational – versus edits. Documenting the other systems of classification, such as mandates, policies, guidelines and corporate culture, industry rules and corporate rules.
5. Documenting the process of acquiring, maintaining and enforcing rules
6. Evaluating which business rules will be supported by the business rules engine.
7. Evaluating the feasibility of the architecture and technologies related to a business change.
8. Managing the development and implementation of an architectural improvement plan to extract and simplify rules.
9. Advising senior management on trends and emerging technologies and their impact on the organization's and government architectures and business strategies.
10. Recommending alternative solutions, methodologies and strategies to maintain business rules.
11. Recommending alternatives around maintaining rules (same as or differently than other software assets). Identifying how users will modify business rules going forward.
12. Proposing alternatives to clarify business rules ownership.
13. Coaching, mentoring and training the organization on business architecture.

### **H-4 Business Consultant**

#### **H-4.1 Required Services**

The required services may include, but are not limited to the following:

1. Leveraging the organization's objectives, developing policies, standards and plans to achieve objectives.

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2. Advising senior management on a range of issues affecting the organization's ability to achieve the business objectives.
  3. Identifying opportunities for, assisting in the prioritization of, and assignment of organizational improvement.
  4. Developing and/or managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis.
  5. Making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations.
  6. Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research and preparing reports.
  7. Assisting stakeholders with understanding their strategic goals.
  8. Analyzing stakeholder's business objectives and recommending and developing solutions to address their business problem.
  9. Implementing and evaluating cross-functional decisions that will enable an organization to achieve its objectives.
  10. Assessing the organization's capacity/capability to undertake and successfully deliver an initiative or a change.
  11. Defining, developing and implementing business strategies and plans.
  12. Examining the link between the goals of the organization and how the work is performed to achieve those objectives at strategic and operational levels.
  13. Analyzing problems and recommending solutions or new opportunities/initiatives, identifying and researching best practices.

## **H-5 Business Rules Engineer**

### **H-5.1 Required Services**

The required services may include, but are not limited to the following:

1. Providing a basis and structure for stating an organization's business rules declaratively, formally and rigorously.
2. Extracting rules from existing systems and providing tools for analysis and contributing to the identification and selection of an extraction service.
3. Engineering new rules catalogues or rules inventories based on formal definitions of extracted business rules.
4. Structuring decision models associated with business rules.

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## **H-6 Change Management Consultant**

### **H-6.1 Required Services**

The required services may include, but are not limited to the following:

1. Designing interventions aimed at improving organizational effectiveness through system-centered change.
2. Designing interventions that improve organizational effectiveness through people-centered change which result in: bringing about change, an improved environment, greater involvement and a more responsive workforce.
3. Developing and implementing change management strategies, plans, and frameworks.
4. Identifying change management tools and risks.
5. Providing expertise, consultative advice and coaching to build project capacity which will assist in making effective use of change management strategies and related tools.
6. Articulating the purpose of change in a manner that makes sense to staff and provides a compelling picture of the new organization.
7. Designing and conducting a change readiness assessment in order to plan and assist in executing a change management strategy.
8. Coaching staff on the value of their contribution within the new organization.
9. Evaluating the effectiveness of the change management initiative.
10. Developing performance measurement and evaluation frameworks.
11. Integrating performance monitoring disciplines into the development of or completed change management plans.
12. Carrying out performance monitoring and reporting activities on change management.

## **H-7 Communications Consultant**

### **H-7.1 Required Services**

The required services may include, but are not limited to the following:

1. Planning, researching, modifying, assisting, writing and/or reviewing memos, scripts, speeches, manuals and other non-journalistic articles with conformance to established standards.
2. Developing and implementing strategic communication plans.
3. Determining target audiences in order to better develop messages.
4. Identifying and determining communications impediments and barriers.
5. Ensuring information is communicated to the appropriate people in a timely manner.
6. Preparing reports for specific purposes using clear, communicative, and professional language (e.g., audit reports, management letters, consulting reports, financial reports).
7. Providing advice on matters relating to policy/program development approaches or options and communications planning alternatives (internal or external).



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8. Researching, developing and implementing communications strategies involving social media and related content (i.e. blogs, microblogs, wikis, crowdsourcing, content communities, social networks, etc.).
  9. Providing support and assisting communicators in using social media channels to complement traditional channels.
  10. Providing suggestions on cost-cutting measures in the communications process.

## **H-8 Data Analyst**

### **H-8.1 Required Services**

The required services may include, but are not limited to the following:

1. Conducting analysis on files and data from heterogeneous platforms.
2. Producing deliverables for the Business Interfaces for EI, CPP and OAS Statutory Programs and Bridging Requirements work package.
3. Supporting quality assurance and helping ensure the completeness of logical data models by referencing catalogues.
4. Conducting mapping between the business interfaces and the logical data models.
5. Reviewing corporate architecture strategies and directions, data requirements, and business information needs and devising data structures to support them.
6. Establishing a strong working relationship with client staff, interacting effectively with all levels of client personnel, and providing data analysis support to work packages.
7. Identifying, compiling and documenting data stores associated with the catalogue of application suites to create a data store catalogue (platform dependent).

## **H-9 Financial Specialist**

### **H-9.1 Required Services**

The required services may include, but are not limited to the following:

1. Planning and coordinating financial management activities including financial estimates and business requirements.
2. Assessing financial management procedures.
3. Conducting cost benefit analysis and life cycle costing.
4. Developing business plans.
5. Developing models to carry out cost analysis of the resources required to perform specific inspections related to a project.
6. Performing risk analysis.
7. Determining the resources required for implementation of projects such as acquisition costs, operation and maintenance costs and both recurring and non-recurring costs.
8. Assisting in developing costs for specific activities such as: direct project costs, project support

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overhead, corporate and administrative overhead, costs of products and services, and other related costs.

9. Planning the use of funds so as to meet the goals of an organization and maximize its value.
10. Developing and modifying business cases and financial plans for the future.

## **H-10 Information/Data Architect**

### **H-10.1 Required Services**

The required services may include, but are not limited to the following:

1. Reviewing corporate architecture strategies and directions, data requirements, and business information needs and devising data structures to support them.
2. Designing, developing and maintaining logical data models.
3. Providing technical expertise in the use and optimization of data modeling techniques to team members.
4. Providing technical assistance, guidance and direction in terms of data analysis and modeling to team members.
5. Participating in the development of data modeling and metadata policies and procedures.
6. Participating in data analysis as a result of new/updated requirements.
7. Applying approved changes to logical data models.
8. Reviewing corporate architecture strategies and directions, data requirements, and business information needs and devising data structures to support them.
9. Complying with corporate repository metadata directions.
10. Providing recommendations for improving modelling efficiency and on how to better utilize current metadata repositories.
11. Providing recommendations to refine data architectures.

## **H-11 Performance Measurement Specialist**

### **H-11.1 Required Services**

The required services may include, but are not limited to the following:

1. Planning and designing performance measurement frameworks in support of departmental Program Activity Architectures or performance measurement strategies in support of program monitoring and evaluations, including identifying associated performance measures in accordance with Treasury Board policies and Treasury Board Secretariat guidance and directives.
2. Assessing the adequacy of current performance measurement frameworks and performance measures in federal organizations and the capacity of organizations to create and maintain on-going performance measurement systems at the level of the organization as a whole or at the program, initiative or project level.
3. Developing conceptual frameworks, methodological approaches and designs for performance measurement of projects, programs, services, organizations/institutions, policies and initiatives.

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4. Developing performance measurement indicators/measures/benchmarks and tools and instruments for project, program, institutional, or policy monitoring, reviews, or on-going assessments.
  5. Providing performance measurement advice and support (e.g. support managers to identify, track and report on results throughout the life cycle of projects, programs, services, policies or initiatives), including providing training or information sessions to build capacity within the organization and assist program management with the establishment of an appropriate ongoing performance measurement system.
  6. Compiling, analyzing and/or interpreting performance data and preparing performance reports.
  7. Research performance measurement uses and practices in other jurisdictions (includes provincial and international jurisdictions).

## **H-12 Procurement and Contracting Specialist**

### **H-12.1 Required Services**

The required services may include, but are not limited to the following:

#### Procurement support services:

1. Preparing, reviewing and/or finalizing statements of work for new potential procurements, as well as statements of work for TAs under this contract.
2. Preparing draft selection methodologies, evaluation plans, evaluation criteria (mandatory and point rated) and evaluation schedules for new procurements.
3. Participating in bid evaluations, producing bid evaluation reports and procurement recommendations for bid evaluation team's sign-off authorities, for new procurements.
4. Preparing formal work breakdown structure, costing and compliance charts related to procurement projects.
5. Developing, planning, analyzing, and prioritizing deliverables and requirements.
6. Working with a variety of project management tools.
7. Supporting, planning and coordinating procurement activities including financial estimates, business requirements and options for new procurement strategies.
8. Conducting post procurement reviews and draft lessons learned.

#### Contract management support services:

1. Verifying and/or validating draft Statements of Work for TAs under this contract, against the baseline project plan and cost estimates, and documenting variances for review.
2. Analyzing and validating all potential contract amendments and TA amendments under this contract and making recommendations to management on the appropriateness of the change and impact to the project and/or this contract.
3. Providing briefings on contract progress and contract management concerns and issues for this contract, and recommending solutions.

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4. Monitoring the implementation and operations against established goals, objectives and milestones of other contracts supporting the project.
  5. Ensuring management is provided with timely and accurate status updates on information related to management of this contract.
  6. Participating in contract management negotiations for this contract and developing procurement process and/or business process maps.

## **H-13 Program Manager**

### **H-13.1 Required Services**

The required services may include, but are not limited to the following:

1. Planning and designing Program reference documents (producing the program brief, program preparation plan, program blueprint, business case, etc.).
2. Managing program/project governance.
3. Managing the performance of the program/project.
4. Providing oversight to multiple projects within the program.
5. Supporting project integration activities.
6. Coordinating projects and their interdependencies.
7. Managing program and project budgets.
8. Ensuring that the delivery of project outputs meet program requirements.
9. Facilitating the development of the blueprint.
10. Managing stakeholder engagement and communications.
11. Ensuring the delivery of organizational capabilities from project deliverables.

## **H-14 Project Executive**

### **H-14.1 Required Services**

The required services may include, but are not limited to the following:

1. Providing advice and guidance on best practices for major business transformation projects.
1. Providing leadership in adopting transformation methodologies.
2. Providing advice and guidance on relevant and appropriate service delivery models to support achievement of project outcomes.
3. Providing independent strategic advice, guidance and support to senior management for effective and timely decision-making, on a range of issues affecting the organization's ability to achieve business objectives and outcomes.
4. Supporting value management frameworks and providing value management oversight to multiple projects.
5. Providing expert advice and strategic guidance to assist in procuring world-class design and implementation services.
6. Providing expert advice in modern COTS-based integrated technology solutions that support expanding service delivery expectations.
7. Providing leadership throughout all change aspects of the major transformation project.

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8. Providing analysis and advice regarding alignment and integration between BDM and enabling projects.
  9. Providing advice and recommendations on options and considerations that need to be factored into the actual phasing of the implementation of components.
  10. Organizing, preparing, and facilitating monthly leadership alignment sessions.
  11. Reviewing key planning stage documents (e.g., Roadmap, Deployment Approach, Business Case, Costing, Benefits Realization, etc.), providing a report on findings including recommendations for any changes, and supporting the execution of required changes.
  12. Reviewing key deliverables prepared by the Contractor resources, including but not limited to business cases, strategies, plans, frameworks, methodologies, processes, and tools.

## **H-15 Project Manager**

### **H-15.1 Required Services**

The required services may include, but are not limited to the following:

1. Defining and documenting team objectives.
2. Planning and coordinating the activities of the project.
3. Producing overall work plans and obtaining Project Authority approval of preliminary analysis.
4. Preparing formal work breakdown structures and compliance charts.
5. Determining and obtaining budgetary requirements, composition, roles, responsibilities and terms of reference.
6. Performing quality assurance for deliverables.
7. Give briefings on progress of work and concerns.
8. Coordinating and preparing documentation in response to scheduled and unscheduled reports and observations to update management on progress.
9. Updating and providing briefings to upper management on progress and concerns of the project work.

## **H-16 Quality Assurance Specialist**

### **H-16.1 Required Services**

The required services may include, but are not limited to the following:

1. Planning and implementing project quality management plans, processes and procedures.
2. Identifying and/or amending the quality standards for the project.
3. Ensuring that quality goals are defined and documented.
4. Conducting regular and formal quality assurance activities on both the internal processes used by the team and the deliverables produced for formal acceptance.
5. Managing processes, procedures and tools to support quality management through various project phases.
6. Planning for the reviews, the execution and the rectification of identified shortcomings, and reporting metrics; identifying and/or defining the quality metrics for the project.

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## **H-17 Risk Management Specialist**

### **H-17.1 Required Services**

The required services may include, but are not limited to the following:

1. Conducting risk assessments and evaluating potential risk and losses.
2. Identifying project and procurement risks.
3. Recommending alternative solutions, methodologies and strategies for risk mitigation and management.
4. Assisting in prioritization and assignment of risks.
5. Developing and managing the implementation of risk management plans to identify, analyze, plan, track, evaluate and control project risks on a continuous basis throughout the project life cycle.
6. Coaching, mentoring and training project teams in risk mitigation techniques.
7. Developing and implementing business continuity plans.
8. Developing crisis and emergency communication and/or management planning strategies.
9. Providing leadership and support to the design, implementation and evaluation of clients products/services performance measures, risk management and risk mitigation strategies.
10. Liaising with and interviewing stakeholders to obtain, clarify and exchange information, in order to co-ordinate and manage risk assessment processes.
11. Identifying, confirming and documenting the risk tolerance for the process, project, program, or strategic risk and using this tolerance to guide all analysis, assessment and recommendations undertaken or produced.
12. Identifying, confirming and documenting the objectives and priorities specific to the process, project, program or strategic direction being assessed through feasibility studies.
13. Identifying relevant risks and opportunities (including, but not limited to, economic, political, operational, legal, reputation, technical, organizational, accounting, banking and social risks) that threaten the objectives and priorities.
14. Utilizing both quantitative and qualitative techniques, as appropriate, to assess the likelihood that a risk event will occur; and/or the impact if the risk event occurs.
15. Recommending and documenting suggested risk responses necessary to manage the likelihood and/or impact of the identified risks.
16. Assisting with the on-going monitoring of risk and assisting with the implementation of risk response/mitigation strategies.
17. Preparing draft and finalized risk assessments, briefing notes, presentations and papers related to risk management, and developing and updating risk management plans.
18. Providing advice with respect to risk management best practices and providing guidance and direction to assist in managing risk.

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## **H-18 Scheduler**

### **H-18.1 Required Services**

The required services may include, but are not limited to the following:

1. Developing and maintaining detailed schedules using MS Project.
2. Integrate multiple schedules into a master schedule, baselining, and status reporting.
3. Develop and maintain summary level schedule reports Gantt, milestone charts, work breakdown structures, and other project management tools used to support critical path analysis, near-term tasks work authorizations, and to support cost/schedule integration.
4. Develop schedule version control processes, policies, and procedures and assisting in ensuring that they are followed.
5. Managing the consistency of the scheduling approach to facilitate accuracy in execution and reporting.
6. Schedule estimating through elicitation of stakeholders to capture estimations of new work, updated actuals and remaining work.
7. Identify major milestones, decision points, and other events.
8. Troubleshoot and monitor potential scheduling problems.
9. Assist in defining and implementing MS Project processes and procedures regarding scheduling conflicts/changes.
10. Maintain accurate project scheduling related records/paperwork.

## **H-19 Solution or Technical Architect**

### **H-19.1 Required Services**

The required services may include, but are not limited to the following:

1. Maintaining in depth knowledge of departmental and sector business plans.
2. Providing architectural consulting expertise, direction and assistance.
3. Documenting and developing in-depth knowledge of current IT infrastructure.
4. Assessing enterprise capabilities.
5. Developing and managing an infrastructure capacity plan.
6. Developing, documenting, communicating, and enforcing a technology standards policy.
7. Conducting research on emerging technologies particularly in those areas that will assist to reduce costs and provide a flexible and sustainable infrastructure.
8. Designing, developing, and overseeing implementation of end-to-end integrated systems.
9. Reviewing technical plans to ensure compliance and fit with legislation and architectural standards.
10. Developing and executing test plans to check infrastructure and systems technical performance.
11. Assisting in-service organizations to ensure they are capable to fully incorporate the architected solutions into their environments.

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## **H-20 Strategic Advisor**

### **H-20.1 Required Services**

The required services may include, but are not limited to the following:

1. Providing strategic advice and briefings to management and upper management (Executive Director, Director General or above).
2. Promoting change agendas, ensuring alignment with service strategies.
3. Advising senior management on a range of issues affecting the organization's ability to achieve business transformation.
4. Preparing and presenting written findings, status reports, and briefings to senior management.
5. Facilitating discussions, working sessions and delivering presentations and briefs to senior management and stakeholders.
6. Providing expert advice and strategic guidance to assist in procuring world-class design and implementation services.
7. Identifying approaches and making recommendations; promote development of innovative capabilities.

## **H-21 Value Management Specialist**

### **H-21.1 Required Services**

The required services may include, but are not limited to the following:

1. Promoting attitude, awareness and knowledge of what value represents for a program and its stakeholders. Nurturing a value management approach and championing the thinking, methodology and training.
2. Maximizing the benefits from programs and projects by identifying techniques to achieve the expected value from project definition through to delivery.
3. Providing knowledge of available methods and tools and supporting a managerial environment required to enable knowledge transfer of value management practices to build capabilities within the client organization .
4. Introducing techniques to measure the relative value of new investments.
5. Planning and coordinating activities to assist ESDC in establishing and operationalizing a Value Management Office.
6. Coordinating and implementing policies and procedures of a value management office.
7. Compiling statistics related to outcomes, value achievements and business results, also known as benefits realization, to gauge the performance of the value management approach.
8. Aligning differing interests and seeking solutions to complex issues related to value management.
9. Providing value management training and leading value management workshops including preparation and report writing.



**ATTACHMENT 1 TO PART 2**  
**NON-DISCLOSURE AGREEMENT FOR ACCESS TO**  
**REFERENCE MATERIAL**

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## NON-DISCLOSURE AGREEMENT (NDA) FOR ACCESS TO REFERENCE MATERIAL

HER MAJESTY THE QUEEN IN RIGHT OF CANADA ("CANADA"), AS REPRESENTED BY THE MINISTER OF  
PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

AND

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Supplier's legal name

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Supplier's address

In accordance with Part 2 - Bidder Instructions, article 2.7, the supplier signing this NDA is signing on its own behalf and on behalf of other suppliers or individuals the registered supplier may share the reference material with (herein after referred to as "Others"). The onus is on the supplier to ensure that all Others are aware of this NDA and that they will respect and act in accordance with its terms and conditions.

The reference material contains information that is sensitive and/or proprietary to Canada or to a third party (herein after referred to as "Sensitive Information") that is not to be disclosed or used in any way other than as set out below.

1. The supplier, as well as all Others, agree that:
  - a) they must not, without first obtaining the written permission of the Contracting Authority, disclose to anyone, other than Others, the Sensitive Information;
  - b) they must not make copies of the Sensitive Information or use it for any purpose other than for the preparation of a response to this bid solicitation;
  - c) they will require any Others to execute a NDA on the same conditions as those contained in this NDA. If requested by the Contracting Authority, the supplier must provide the Contracting Authority with a copy of all NDA(s) signed by the supplier and Others;
  - d) they will be liable for any and all claims, losses, damages, costs or expenses incurred or suffered by Canada, caused by the failure of the supplier, Others, or by anyone to whom the supplier or Others discloses the Sensitive Information, to comply with these conditions;
  - e) should any unauthorized disclosure or use of the Sensitive Information be made by the supplier, Others, or by anyone to whom the supplier or the Others disclose the Sensitive Information, the supplier or Others will: (i) immediately notify the Contracting Authority of same; (ii) take all reasonably necessary steps to prevent further unauthorized access and/or use; and (iii)

cooperate with Canada in its efforts to secure the Sensitive Information and protect the proprietary rights of the owner of the Sensitive Information;

- f) in the event the Sensitive Information must be disclosed pursuant to judicial order or requirement of law, the supplier or Others shall take reasonable steps to notify the Contracting Authority of such order or requirement; and
  - g) Canada or the third party, as the case may be, shall retain title to the Sensitive Information and all copies thereof. Except for the limited use of the Sensitive Information authorized herein, no copyright, patent, trademark, trade secret or other intellectual property rights are granted to the supplier or Others.
2. Canada is providing the Sensitive Information “as is”. The supplier and Others acknowledge and agree that Canada will not be liable for any damages arising from their use of the Sensitive Information. Disclosure of the Sensitive Information containing business plans or relating to products under development or planned for development is for planning purposes only. Canada may change or cancel its plans at any time. Notwithstanding the foregoing, Canada warrants the accuracy of the Sensitive Information to the best of Canada’s knowledge and belief.
3. Nothing in this NDA should be construed as limiting the supplier's or Others’ right to disclose any information to the extent that such information:
- a) is or becomes in the public domain through no fault of the supplier, Others or anyone to whom the supplier or Others disclose the Sensitive Information;
  - b) is or becomes known from a source other than Canada, except any source that is known to the supplier or Others to be under an obligation to Canada not to disclose the information;
  - c) is independently developed by the supplier or Others; or
  - d) is disclosed under compulsion of a legislative requirement or any order of a court or other tribunal having jurisdiction.
4. General:
- a) Headings included in this Agreement are for convenience only and are not to be used to interpret the agreement between parties;
  - b) If any part of this Agreement is held unenforceable or invalid, the remaining provisions shall continue in full force and effect;
  - c) Neither party may assign its rights or delegate its duties or obligations under this Agreement without the prior written consent of the other party. Any attempt to do so is void;
  - d) Only a written agreement signed by authorized representatives of both parties can modify this agreement; and

- e) This agreement shall be deemed to have been made in and shall be governed by and construed in accordance with the laws of the Province of Ontario.

The parties acknowledge they have read this agreement, fully understand it, and agree to be bound by its terms and conditions. Further, they agree that the complete, exclusive and final statement of the agreement between the parties relating to this subject must consist of this agreement only.

By signing this document, the authorized signatory represents that he/she has full authority to bind the supplier as well as Others, and that the supplier and Others agree to be bound by all the terms and conditions contained herein.

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Full name of supplier's authorized signatory

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Title of supplier's authorized signatory

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Email of supplier's authorized signatory

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Telephone # of supplier's authorized signatory

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Signed by its authorized signatory

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Date

## **ATTACHMENT 1 TO PART 4**

### **TECHNICAL EVALUATION**

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## 1. Overview – General

### 1.1 Evaluation of Bidder's Team Members' Experience:

- 1.1.1 For the purposes of the technical evaluation criteria in this attachment, the definition of "Bidder" under section 04 *Definition of Bidder* of Standard Instructions 2003 is replaced with the following definition of Bidder:

*"Bidder" means the person or entity (or, in the case of a joint venture, the persons or entities) submitting a bid to perform a contract for goods, services or both. It also includes the parent, subsidiaries or other affiliates of the Bidder. It does not include subcontractors of the Bidder.*

- 1.1.2 For the purpose of this solicitation, a "Team Member" is the entity whose experience is being used to meet technical evaluation criteria. Where a Bidder cites the experience of a Team Member, Canada will only consider this experience if the experience is accessible to the Bidder and the Bidder can rely upon and use the experience in the performance of any resulting contract. The Bidder is required to demonstrate this accessibility through the certification provided under sub-form 7 - Team Certification of *Form 1 to Part 4 – RFP Submission Form*. Experience listed without providing any supporting data to describe where, how and by whom such experience was obtained or failure to demonstrate that the Bidder has a Teaming Agreement with the Team Member whose experience satisfies the requirement may result in the experience not being considered for evaluation purposes. The experience identified by the Bidder to meet specific criterion must be for Work for which the Bidder, as defined in 1.1.1 above, was directly responsible.

### 1.2 Project References:

- 1.2.1 Where Bidders must submit client project references in their responses to the technical evaluation criteria, Canada may contact the client contact to validate Bidder's responses. The information obtained through client reference validation will be used to assist in determining the compliancy of the referenced project to the technical evaluation criteria. The client reference checks will result in either confirmation that project reference information is accurate or will result in non-consideration of the claimed project experience in accordance with *Part 4 – Evaluation Procedures and Basis of Selection*, section 4.2.4 Reference Checks.

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1.2.2 Bidders are requested to submit *Form 2 to Part 4 – Project Reference Check Form* for each project claimed in response to corresponding technical evaluation criteria.

1.2.3 Bidders should only provide the required reference project(s) as indicated in each technical evaluation criteria. If more than the required number of reference project(s) is provided, the Bidder will be required to clarify which reference project(s) apply to corresponding criteria.

1.3 Please refer to *Annex D – Glossary* to assist with responding to the mandatory requirements.

## **2. Overview - Mandatory Technical Criteria**

2.1 Bidders must meet all of the mandatory technical criteria in this attachment. Bidders must respond to the corresponding mandatory technical criteria by providing a description explaining, demonstrating, substantiating and justifying their qualifications or approach to meet the requirement. Bidders are requested to utilize the unique number and associated title of each mandatory technical criteria in their responses. Bidders are requested to indicate where the mandatory technical criteria are met by entering the location (e.g. volume/binder number, page number, etc.) in the “Cross Reference to Proposal” column. Bidders’ responses to the mandatory technical criteria will be evaluated as either “Met” or “Not Met”. A “Not Met” will result in the bid submission being deemed non-responsive.

## 2.2 Mandatory Technical Criteria

### 2.2.1 Corporate Mandatory Technical Criteria

- 2.2.1.1.1 For C-M1, OR C-M2, one of the reference project(s) must be in the public sector (federal, provincial / state or municipal government).
- 2.2.1.1.2 For C-M1, OR C-M2, one of the reference project(s) must be for a major public facing entitlement or a benefits or taxation program (as distinct from licensing or permitting programs).

Number	Mandatory Technical Criteria	Cross Reference to Proposal
C-M1	<p><b>Leading the Project Definition Phase (or equivalent) of a Major Business and IT Transformation Project</b></p> <p>The Bidder must provide 1 reference project to fully demonstrate the Bidder's experience leading the project definition phase (or equivalent) of a major business and IT transformation project.</p> <p>The reference project can be the same as the reference projects used in response to other mandatory technical evaluation criteria.</p> <p>The reference project must:</p> <ul style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li> <li>(b) Demonstrate that the Bidder was the lead for the project definition phase of the referenced project;</li> <li>(c) Demonstrate a focus on the transformation of service delivery to clients;</li> <li>(d) Demonstrate responsibilities as the lead on the reference project in <i>all</i> of the following key areas and at minimum 1 of the components for each key area: <ul style="list-style-type: none"> <li>i. Key Area 1: Program / project management, including: <ul style="list-style-type: none"> <li>1. Scope, schedule, and cost management; or</li> <li>2. Stakeholder engagement; or</li> <li>3. Risk Management.</li> </ul> </li> <li>ii. Key Area 2: Technology, including: <ul style="list-style-type: none"> <li>1. Business Rules extraction and simplification; or</li> <li>2. Identification of system interfaces; or</li> <li>3. Data architecture current state analysis.</li> </ul> </li> <li>iii. Key Area 3: Procurement Expertise, including: <ul style="list-style-type: none"> <li>1. Procurement strategies; or</li> <li>2. Preparation of solicitation documents; or</li> <li>3. Contract management advice.</li> </ul> </li> <li>iv. Key Area 4: Business and Solutions Architecture, including:</li> </ul> </li> </ul>	



	<p>1. Review integration of technology solutions; or</p> <p>2. Assess enterprise capabilities and maturity; or</p> <p>3. Develop frameworks and technical architectures.</p> <p>(e) Demonstrate that the Bidder's transformation methodology, as described in C-M6, was customized and executed for this project;</p> <p>(f) Demonstrate service delivery of transformational changes to:</p> <ul style="list-style-type: none"> <li>i. people; and</li> <li>ii. processes; and</li> <li>iii. technology; and</li> <li>iv. services.</li> </ul> <p>(g) The total value of the project definition phase (or equivalent) of the reference project must have been a minimum of \$10 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date);</p> <p>(h) The project definition phase must have been a minimum duration of 12 months and the Bidder must have been the lead for the full 12-month duration;</p> <p>(i) Demonstrate that the project definition phase of the project was completed within 8 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and</p> <p>(j) Not have any outstanding litigation related to the services delivered by the Bidder.</p> <p>Reminder: Bidders are reminded to consider mandatory requirements 2.2.1.1 and 2.2.1.2 when responding to this mandatory technical criterion.</p> <p><i>The Bidder is also requested to provide the following information regarding the reference project:</i></p> <p>(k) <i>Identify the top three challenges encountered during the project definition phase and mitigation actions taken to resolve the challenges; and</i></p> <p>(l) <i>Describe the achievement of project outcomes.</i></p> <p>For the reference project, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <ul style="list-style-type: none"> <li>(m) Name of the client; and</li> <li>(n) Role of the client contact in the project.</li> </ul>
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<b>C-M2</b>	<p><b>The Lead of a Transformation Program Office Supporting the Implementation Phase of a Major Business and IT Transformation Project</b></p> <p>The Bidder must provide 1 reference project to fully demonstrate the Bidder’s experience leading a Transformation Program Office in support of the implementation phase of a major business and IT transformation project.</p> <p>The reference project can be the same as the reference projects used in response to other mandatory technical evaluation criteria.</p> <p>The reference project must:</p> <ul style="list-style-type: none"><li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li><li>(b) Demonstrate that the Bidder was the lead of a Transformation Office during the implementation phase of the reference project;</li><li>(c) Demonstrate a focus of the reference project on the transformation of service delivery to clients;</li><li>(d) Demonstrate responsibilities as the lead in the reference project in <i>all</i> of the following key areas and at minimum 1 of the components for each key area:<ul style="list-style-type: none"><li>i. Key Area 1: Program Management, including:<ul style="list-style-type: none"><li>1. Scope, schedule and cost management; or</li><li>2. Stakeholder Engagement; or</li><li>3. Risk Management.</li></ul></li><li>ii. Key Area 2: Value Management, including:<ul style="list-style-type: none"><li>1. Performance Measurement; or</li><li>2. Benefits Realization.</li></ul></li><li>iii. Key Area 3: Procurement Expertise, including:<ul style="list-style-type: none"><li>1. Procurement Support; or</li><li>2. Preparation of solicitation documents; or</li><li>3. Vendor Management support.</li></ul></li></ul></li><li>(e) Demonstrate that the Bidder provided advice and guidance in business and solutions architectures;</li><li>(f) Demonstrate that the Bidder provided advice and guidance in change management;</li><li>(g) Demonstrate that the Bidder’s transformation methodology, as described in C-M6, was customized and executed for this project;</li><li>(h) Demonstrate service delivery of transformational changes to:<ul style="list-style-type: none"><li>i. people; and</li><li>ii. processes; and</li><li>iii. technology; and</li><li>iv. services.</li></ul></li></ul>
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	<p>(i) The total value of the reference project must have been a minimum of \$200 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date);</p> <p>(j) Have been a minimum duration of 3 years and the Bidder must have been the lead for a minimum duration of 2 years;</p> <p>(k) Demonstrate that the implementation phase of the project was completed, or substantially* completed within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and</p> <p>(l) Not have any outstanding litigation related to the services delivered by the Bidder.</p> <p>Reminder: Bidders are reminded to consider mandatory requirements 2.2.1.1 and 2.2.1.2 when responding to this mandatory technical criterion.</p> <p><i>The Bidder is also requested to provide the following information regarding the reference project:</i></p> <p>(m) <i>Identify the top three challenges encountered during the implementation phase and mitigation actions taken to resolve the challenges; and</i></p> <p>(n) <i>Describe the achievement of project outcomes.</i></p> <p>For the reference project, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <p>(o) Name of the client; and</p> <p>(p) Role of the client contact in the project.</p> <p>*Substantially completed is defined as:</p> <ol style="list-style-type: none"><li>Scope (deliverables) is at minimum 50% complete; and</li><li>Schedule (project duration) is at minimum 50% complete; and</li><li>Budget is at minimum 50% spent.</li></ol>
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<b>C-M3</b>	<p><b>Bidder's Proposed Leadership Team</b></p> <p>The Bidder must propose a Leadership Team with demonstrated experience delivering or managing the delivery of requirements similar to the requirements in the Statement of Work Section A, A-1.</p> <p>For the proposed Leadership Team, the Bidder must:</p> <p>(a) Provide the following information for each member:</p> <ol style="list-style-type: none"><li>Résumé, including reference projects* ;</li><li>Anticipated roles and responsibilities for the BDM.</li></ol> <p>* For each reference project listed in the résumé, the bidder is requested to provide:</p> <ol style="list-style-type: none"><li>Client contact information (name of organization; and contact name, email address and phone number)</li><li>Project details (client contract reference number, position category(ies) and level(s), start and end dates (dd/mm/yy)) of the work performed under the reference projects; and</li><li>Summary of professional services (description of scope and key roles and responsibilities).</li></ol> <p>(b) Propose a Leadership Team that includes at minimum the following key positions, in accordance with <i>Annex H – Resource Category Information</i>:</p> <ol style="list-style-type: none"><li>Project Executive (Level 3);</li><li>Program Manager (Level 3); and</li><li>Additional team members to lead each of the following areas (using the resource categories identified in <i>Annex H – Resource Category Information</i>):</li></ol> <ol style="list-style-type: none"><li>Value Management;</li><li>Procurement;</li><li>Technology and Architectures; and</li><li>Change Management.</li></ol> <p>The Bidder must propose different resources for the Leadership Team Project Executive and Program Manager. Bidders must demonstrate through supplied résumés that the proposed resources have the required experience. The Bidder may propose the same resource to lead one or more of the areas in (b) iii. above.</p> <p>(c) Demonstrate that the proposed Leadership Team has experience in <i>all</i> of the following areas and at minimum 1 of the components for areas iii) to vii):</p> <ol style="list-style-type: none"><li>Strategic Advice and Guidance;</li></ol>
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	<p>ii) Program Management;</p> <p>iii) Program / Project Management, including;</p> <p>1. Stakeholder Engagement; or</p> <p>2. Risk Management; or</p> <p>3. Quality Management.</p> <p>iv) Value Management, including;</p> <p>1. Performance Measurement; or</p> <p>2. Benefits Realization.</p> <p>v) Procurement Expertise, including;</p> <p>1. Procurement Support; or</p> <p>2. Vendor Management Advice.</p> <p>vi) Business and Solutions Architectures, including;</p> <p>1. Reference and Solution Architecture; or</p> <p>2. Technology Strategy; or</p> <p>3. Technology Assessment.</p> <p>vii) Change Management, including;</p> <p>1. Change Management expertise; or</p> <p>2. Communications Support.</p> <p>(d) Provide a reference project for each Leadership Team member to demonstrate how the member utilized the Bidder's intellectual property from the global corporate practice and thought leadership to provide expertise and best practices to inform the work and advice provided under the reference projects. Each reference project must demonstrate experience delivered for requirements similar to the requirements in the Statement of Work Section A, A-1.</p> <p>The reference projects can be the same as the reference projects used in response to other mandatory technical evaluation criteria.</p> <p>For the reference projects, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <p>(e) Name of the client; and</p> <p>(f) Role of the client contact in the project.</p>	
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<b>C-M4</b>	<p><b>Procurement Approach</b></p> <p>The Bidder must submit a high-level procurement approach for GC to procure design and implementation services for the BDM solution, based on the Bidder's understanding of the BDM requirement.</p> <p>The procurement approach must include the following:</p> <ul style="list-style-type: none"><li>(a) An analysis of two or more options for the procurement approach;</li><li>(b) A description of the pros and cons of each option based on the Bidder's past experience;</li><li>(c) A description of the rationale for the proposed procurement approach; and</li><li>(d) A description outlining why the Bidder feels the proposed approach is feasible in a Government of Canada environment.</li></ul>	
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<b>C-M5</b>	<p><b>Legacy Technology and Data Experience</b></p> <p>The Bidder must provide 1 or more reference projects to fully demonstrate the Bidder's experience using structured methodologies to deliver each of the following components:</p> <ul style="list-style-type: none"><li>(a) Enterprise data architecture and legacy data conversion;</li><li>(b) Business requirements definition;</li><li>(c) Business rules extractions from legacy systems; and</li><li>(d) Documenting business rules and methodologies to support the simplification of business rules for modernization purposes.</li></ul> <p>The reference projects can include one or more of (a), (b), (c) or (d) components as long as the reference projects collectively address all four components. The reference projects can be the same as the reference projects used in response to other mandatory technical evaluation criteria.</p> <p>The reference projects must each:</p> <ul style="list-style-type: none"><li>(e) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li><li>(f) Have been a minimum duration of 1 year;</li><li>(g) Demonstrate that the project was completed within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and</li><li>(h) Have a total project value of at minimum \$2 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date).</li></ul> <p>For the reference projects, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <ul style="list-style-type: none"><li>(i) Name of the client; and</li><li>(j) Role of the client contact in the project.</li></ul>
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<b>C-M6</b>	<p><b>Transformation Methodology</b></p> <p>The Bidder must submit a preliminary transformation methodology for the BDM project as part of its bid submission. The Bidder must plan to put the Project Authority approved version of the preliminary transformation methodology into practice when delivering services under the contract.</p> <p>The preliminary transformation methodology must cover and identify all activities required to deliver services in accordance with <i>Annex A – Statement of Work</i>, from contract award through implementation and must include as a minimum, but not be limited to:</p> <ul style="list-style-type: none"> <li>(a) A description of each stage of the methodology;</li> <li>(b) A description of the tools, templates, processes, and frameworks the Bidder will be providing to put the methodology into practice; and</li> <li>(c) A description of how the preliminary methodology has been successfully used by the Bidder in previous major business and IT transformation projects, and how it is informed by real world examples including: <ul style="list-style-type: none"> <li>i. the use of best practices and lessons learned;</li> <li>ii. inclusion of quality control measures and risk mitigation strategies;</li> <li>iii. how the preliminary methodology will be applied to the BDM project;</li> <li>iv. advantages of the preliminary methodology over alternative options and strategies; and</li> <li>v. adaptability of the preliminary methodology.</li> </ul> </li> </ul>	
<b>C-M7</b>	<b>Global Corporate Practice in Business and IT Transformation</b>	
<b>C-M7.1</b>	<p>The Bidder must have a global corporate practice capable of supporting business and IT transformation projects.</p> <p>The Bidder must:</p> <ul style="list-style-type: none"> <li>(a) Describe the Bidder’s global corporate practice; and</li> <li>(b) Describe the Bidder’s organizational framework.</li> </ul>	
<b>C-M7.2</b>	<p>The Bidder must have 5 years of experience, within the last 10 years, leveraging its global corporate practice to support national or international business and IT transformation projects.</p>	



<b>C-M7.3</b>	<p>The Bidder must provide 1 reference project to fully demonstrate the Bidder's experience leveraging the global corporate practice in support of the implementation phase of a major business and IT transformation project.</p> <p>The reference project can be the same as the reference projects used in response to other mandatory technical evaluation criteria.</p> <p>The reference project must:</p> <ul style="list-style-type: none"><li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li><li>(b) Demonstrate that the Bidder leveraged at minimum 2 of the following:<ul style="list-style-type: none"><li>i. Global intellectual property, including methodologies, publications and/or research papers in delivering the services under the reference project;</li><li>ii. A global knowledge base (template, models, frameworks, subject matter experts, etc.);</li><li>iii. A strategic advisory panel or equivalent.</li></ul></li><li>(c) Have a total project value of at minimum \$200 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date);</li><li>(d) Have been a minimum duration of 3 years;</li><li>(e) Demonstrate that the implementation phase of the project was completed within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B).</li></ul> <p>For the reference projects, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <ul style="list-style-type: none"><li>(f) Name of the client; and</li><li>(g) Role of the client contact in the project.</li></ul>
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## 2.2.2 Leadership Team – Project Executive (Level 3) Mandatory Technical Criteria

Number	Mandatory Technical Criteria	Cross Reference to Proposal
<b>Leadership Team – Project Executive (Level 3) Experience</b>		
<b>LTPE-M1</b>	<p>The Leadership Team – Project Executive (Level 3) proposed in response to C-M3 must have a minimum of 15 years of experience, within the last 18 years, providing strategic, executive level advice and guidance and in leading Transformation Program Offices supporting business and IT transformation projects.</p> <p>The cumulative experience must demonstrate that the resource has experience with at least 50% of the required services documented for the Project Executive resource category in <i>Annex H – Resource Category Information</i>.</p> <p>The Bidder is requested to provide a copy of the resource's résumé, including:</p> <ol style="list-style-type: none"> <li>i. Name of resource;</li> <li>ii. For each reference projects, <ol style="list-style-type: none"> <li>a. Client contact information (name of organization; contact name, email address, phone number)</li> <li>b. Reference Project details (client reference number, position category(ies) and level(s), start and end dates (dd/mm/yy)) of the work performed by the resource; and</li> <li>c. Summary of professional services (description of scope and key roles and responsibilities).</li> </ol> </li> </ol>	
<b>LTPE-M2</b>	<p>The Bidder must provide 1 reference project to fully demonstrate the Leadership Team – Project Executive (Level 3) experience leading a Transformation Program Office in support of the <i>project definition phase</i> of a major business and IT transformation project.</p> <p>The reference project can be the same as the reference projects used in response to other mandatory technical evaluation criteria.</p> <p>The reference project must:</p> <ol style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li> <li>(b) Demonstrate that the proposed resource was the lead for the work claimed during the project definition phase under the referenced project;</li> <li>(c) Have a total project value for the project definition phase of at minimum \$10 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date);</li> <li>(d) The project definition phase must have been a minimum duration of 12 months and the proposed Project Executive must have been the lead for the full 12-month duration; and</li> </ol>	

	<p>(e) Demonstrate that the project definition phase of the project was completed within 8 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B).</p> <p>For the reference projects, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <p>(f) Name of the client; and (g) Role of the client contact in the project.</p>	
<b>LTPE-M3</b>	<p>The Bidder must provide 1 reference project to fully demonstrate the Leadership Team – Project Executive (Level 3) experience leading a Transformation Program Office in support of the <i>implementation phase</i> of a major IT and business transformation project.</p> <p>The reference project can be the same as the reference projects used in response to other mandatory technical evaluation criteria.</p> <p>The reference project must:</p> <ul style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li> <li>(b) Demonstrate that the proposed resource was the lead for the work during the implementation phase under the referenced project;</li> <li>(c) Have a total project value for the implementation phase of at minimum \$100 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date);</li> <li>(d) Have been a minimum duration of 3 years and the proposed Project Executive must have been the lead for a minimum of 2 years; and</li> <li>(e) Demonstrate that the project implementation phase of the project was completed, or substantially* completed within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B).</li> </ul> <p>For the reference projects, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <p>(f) Name of the client; and (g) Role of the client contact in the project.</p> <p>*Substantially completed is defined as:</p> <ul style="list-style-type: none"> <li>i. Scope (deliverables) is at minimum 50% complete; and</li> <li>ii. Schedule (project duration) is at minimum 50% complete; and</li> <li>iii. Budget is at minimum 50% spent.</li> </ul>	

<b>LTPE-M4</b>	<p>The proposed Leadership Team – Project Executive (Level 3) must have one (1) of the following:</p> <ul style="list-style-type: none"> <li>(a) Hold a degree from a recognized Canadian university, or the equivalent as established by a recognized Canadian academic assessment service, if obtained outside Canada; or</li> <li>(b) a 3-year college diploma from an officially recognized education institution.</li> </ul> <p>The Bidder is requested to provide a copy of the resource's degree.</p>	
<b>LTPE-M5</b>	<p>The proposed Leadership Team – Project Executive (Level 3) must have a minimum of one (1) of the following valid professional designations or degrees:</p> <ul style="list-style-type: none"> <li>(a) Certified Management Consultant;</li> <li>(b) Chartered Accountant;</li> <li>(c) Certified Management Accountant;</li> <li>(d) Certified General Accountant;</li> <li>(e) Certified Professional Accountant;</li> <li>(f) Masters of Project Management from a recognized university; or</li> <li>(g) Project Management professional certification from the Project Management Institute.</li> </ul>	

### 2.2.3 Leadership Team – Program Manager (Level 3) Mandatory Technical Criteria

Number	Mandatory Technical Criteria	Cross Reference to Proposal
<b>Leadership Team – Program Manager (Level 3) Experience</b>		
<b>LTPgM-M1</b>	<p>The Leadership Team – Program Manager (Level 3) proposed in response to C-M3 must have a minimum of 15 years of experience, within the last 18 years, providing oversight, expertise and advice to enhance alignment and integration across projects, including the management of issues within a program management framework.</p> <p>The cumulative experience must demonstrate that the resource has experience with at least 50% of the required services documented for the Program Manager resource category in <i>Annex H – Resource Category Information</i>.</p> <p>The Bidder is requested to provide a copy of the resource's résumé, including:</p> <ul style="list-style-type: none"> <li>i. Name of resource;</li> <li>ii. For each reference projects,</li> </ul>	

	<p>a. Client contact information (name of organization; contact name, email address, phone number)</p> <p>b. Reference Project details (client reference number, position category(ies) and level(s), start and end dates (dd/mm/yy)) of the work performed by the resource; and</p> <p>c. Summary of professional services (description of scope and key roles and responsibilities).</p>	
<b>LTPgM-M2</b>	<p>The Bidder must provide 1 reference project to fully demonstrate the Leadership Team – Program Manager (Level 3) experience providing oversight, expertise and advice in support of the <i>project definition phase</i> of a major IT and business transformation project.</p> <p>The reference project can be the same as the reference projects used in response to other mandatory technical evaluation criteria.</p> <p>The reference project must:</p> <ul style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li> <li>(b) Demonstrate that the proposed resource was the lead for the work claimed during the pre-implementation phase under the referenced project;</li> <li>(c) Have a total project value for the project definition phase of at minimum \$10 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date);</li> <li>(d) The project definition phase must have been a minimum duration of 12 months and the proposed Program Manager must have been the lead for the full 12-month duration; and</li> <li>(e) Demonstrate that the project definition phase of the project including implementation was completed within 8 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B).</li> </ul> <p>For the reference projects, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <ul style="list-style-type: none"> <li>(f) Name of the client; and</li> <li>(g) Role of the client contact in the project.</li> </ul>	
<b>LTPgM-M3</b>	<p>The Bidder must provide 1 reference project to fully demonstrate the Leadership Team – Program Manager (Level 3) experience leading a Transformation Program Office in support of the <i>implementation phase</i> of a major IT and business transformation project.</p> <p>The reference project can be the same as the reference projects used in response to other mandatory technical evaluation criteria.</p> <p>The reference project must:</p> <ul style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li> </ul>	

	<p>(b) Demonstrate that the proposed resource was the lead for the work claimed (applicable phase) under the referenced project;</p> <p>(c) Have a total project value for the implementation phase of at minimum \$200 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date);</p> <p>(d) Have been a minimum duration of 3 years and the proposed Program Manager must have been the lead for a minimum duration of 2 years; and</p> <p>(e) Demonstrate that the implementation phase of the project was completed, or substantially* completed within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B).</p> <p>For the reference projects, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <p>(f) Name of the client; and</p> <p>(g) Role of the client contact in the project.</p> <p>*Substantially completed is defined as:</p> <ol style="list-style-type: none"> <li>Scope (deliverables) is at minimum 50% complete; and</li> <li>Schedule (project duration) is at minimum 50% complete; and</li> <li>Budget is at minimum 50% spent.</li> </ol>
<b>LpgM-M4</b>	<p>The proposed Leadership Team – Program Manager (Level 3) must have one (1) of the following:</p> <ol style="list-style-type: none"> <li>a degree from a recognized Canadian university, or the equivalent as established by a recognized Canadian academic assessment service, if obtained outside Canada; or</li> <li>a 3-year college diploma from an officially recognized education institution.</li> </ol> <p>The Bidder is requested to provide a copy of the resource's degree.</p>
<b>LTPgM-M5</b>	<p>The proposed Leadership Team – Program Manager (Level 3) must:</p> <ol style="list-style-type: none"> <li>Hold a valid Managing Successful Programmes (MSP) or equivalent certification. The Bidder is requested to provide a copy of the Certification with its bid submission.</li> </ol>

## 2.2.4 Leadership Team – Additional Team Members Mandatory Technical Criteria

Num	Mandatory Technical Criteria	Cross Reference to Proposal
<b>Leadership Team – Value Management Lead Experience</b>		
<b>LTVM-M1</b>	<p>The Leadership Team – Value Management Lead proposed in response to C-M3 must have a minimum of 12 years of experience, within the last 15 years, leading the delivery of value management services supporting business and IT transformation projects.</p> <p>The cumulative experience must demonstrate that the resource has experience with at least 50% of the required services documented for the applicable resource category in <i>Annex H – Resource Category Information</i>.</p> <p>The Bidder is requested to provide a copy of the resource's résumé, including:</p> <ol style="list-style-type: none"> <li>Name of resource;</li> <li>For each reference projects, <ol style="list-style-type: none"> <li>Customer contact information (name of organization; contact name, email address, phone number)</li> <li>Reference Project details (reference number, position category(ies) and level(s), start and end dates (dd/mm/yy)) of the work performed by the resource; and</li> <li>Summary of professional services (description of scope and key roles and responsibilities).</li> </ol> </li> </ol>	
<b>LTVM-M2</b>	<p>The proposed Leadership Team – Value Management Lead must have one (1) of the following:</p> <ol style="list-style-type: none"> <li>a degree from a recognized Canadian university, or the equivalent as established by a recognized Canadian academic assessment service, if obtained outside Canada; or</li> <li>a 3-year college diploma from an officially recognized education institution.</li> </ol> <p>The Bidder is requested to provide a copy of the resource's degree.</p>	
<b>Leadership Team – Procurement Lead Experience</b>		
<b>LTPS-M1</b>	<p>The Leadership Team – Procurement Lead proposed in response to C-M3 must have a minimum of 12 years of experience, within the last 15 years, leading the delivery of procurement services supporting business and IT transformation projects.</p> <p>The cumulative experience must demonstrate that the resource has experience with at least 50% of the required services documented for the applicable resource category in <i>Annex H – Resource Category Information</i>.</p>	



	<p>The Bidder is requested to provide a copy of the resource's résumé, including:</p> <ul style="list-style-type: none"> <li>i. Name of resource;</li> <li>ii. For each reference projects, <ul style="list-style-type: none"> <li>a. Customer contact information (name of organization; contact name, email address, phone number)</li> <li>b. Reference Project details (reference number, position category(ies) and level(s), start and end dates (dd/mm/yy)) of the work performed by the resource; and</li> <li>c. Summary of professional services (description of scope and key roles and responsibilities).</li> </ul> </li> </ul>	
<b>LTPS-M2</b>	<p>The proposed Leadership Team – Procurement Lead must have one (1) of the following:</p> <ul style="list-style-type: none"> <li>(a) a degree from a recognized Canadian university, or the equivalent as established by a recognized Canadian academic assessment service, if obtained outside Canada; or</li> <li>(b) a 3-year college diploma from an officially recognized education institution.</li> </ul> <p>The Bidder is requested to provide a copy of the resource's degree.</p>	
<b>Leadership Team – Technology and Architecture Lead Experience</b>		
<b>LTTA-M1</b>	<p>The Leadership Team – Technology and Architecture Lead proposed in response to C-M3 must have a minimum of 12 years of experience, within the last 15 years, leading the delivery of technology and architecture services supporting IT and business transformation projects.</p> <p>The cumulative experience must demonstrate that the resource has experience with at least 50% of the required services documented for the applicable resource category in <i>Annex H – Resource Category Information</i>.</p> <p>The Bidder is requested to provide a copy of the resource's résumé, including:</p> <ul style="list-style-type: none"> <li>i. Name of resource;</li> <li>ii. For each reference projects, <ul style="list-style-type: none"> <li>a. Customer contact information (name of organization; contact name, email address, phone number)</li> <li>b. Reference Project details (reference number, position category(ies) and level(s), start and end dates (dd/mm/yy)) of the work performed by the resource; and</li> <li>c. Summary of professional services (description of scope and key roles and responsibilities).</li> </ul> </li> </ul>	
<b>LTTA-M2</b>	<p>The proposed Leadership Team – Technology and Architecture Lead must have one (1) of the following:</p> <ul style="list-style-type: none"> <li>(a) a degree from a recognized Canadian university, or the equivalent as established by a recognized Canadian academic assessment service, if obtained outside Canada; or</li> </ul>	



	(b) a 3-year college diploma from an officially recognized education institution.  The Bidder is requested to provide a copy of the resource's degree.	
<b>Leadership Team – Change Management Lead Experience</b>		
<b>LTCM-M1</b>	<p>The Leadership Team – Change Management Lead proposed in response to C-M3 must have a minimum of 12 years of experience, within the last 15 years, leading the delivery of Change Management services supporting IT and business transformation projects.</p> <p>The cumulative experience must demonstrate that the resource has experience with at least 50% of the required services documented for the applicable resource category in <i>Annex H – Resource Category Information</i>.</p> <p>The Bidder is requested to provide a copy of the resource's résumé, including:</p> <ul style="list-style-type: none"> <li>i. Name of resource;</li> <li>ii. For each reference projects, <ul style="list-style-type: none"> <li>a. Customer contact information (name of organization; contact name, email address, phone number)</li> <li>b. Reference Project details (reference number, position category(ies) and level(s), start and end dates (dd/mm/yy)) of the work performed by the resource; and</li> <li>c. Summary of professional services (description of scope and key roles and responsibilities).</li> </ul> </li> </ul>	
<b>LTCM-M2</b>	<p>The proposed Leadership Team – Change Management Lead must have one (1) of the following:</p> <ul style="list-style-type: none"> <li>(a) a degree from a recognized Canadian university, or the equivalent as established by a recognized Canadian academic assessment service, if obtained outside Canada; or</li> <li>(b) a 3-year college diploma from an officially recognized education institution.</li> </ul> <p>The Bidder is requested to provide a copy of the resource's degree.</p>	
<b>LTCM-M3</b>	<p>The proposed Leadership Team – Change Management Lead must:</p> <ul style="list-style-type: none"> <li>(a) Hold a valid change management certification (CCMP or equivalent). The Bidder is requested to provide a copy of the Certification with its bid submission.</li> </ul>	

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### **3. Overview - Point-Rated Technical Criteria**

- 3.1 Only bids which meet all of the mandatory technical criteria will be evaluated and scored in accordance with the point-rated technical criteria detailed in this section.
- 3.2 The total maximum mark for the rated requirements is 1150 points. To be considered responsive, Bidders must achieve a minimum pass mark of 70% percent or a minimum of 805 points.
- 3.3 In order to obtain technical point(s), Bidders in preparing their bid submission, must respond to the corresponding point-rated criteria by providing a description explaining, demonstrating, substantiating, or justifying their capability or approach to meet the requirement. Bidders' response should be relevant, thorough, clear, and concise. Bidders should limit their response for each point-rated criteria to a maximum of 3000 words. Bidders are required to utilize the unique number identified with each point-rated criteria and the associated title in responding to the point-rated criteria.
- 3.4 Bidders' responses to the point-rated criteria will be evaluated and scored in accordance with the evaluation grid. Only bids that obtain the minimum pass mark will be considered responsive and move to the next step in the evaluation process.

### 3.5 Point-Rated Technical Criteria

#### 3.5.1 Corporate Point-Rated Technical Criteria

Number	Point-Rated Technical Criteria	Evaluation Grid	Cross Reference to Proposal
<p><b>C-PR1</b></p>	<p><b>Project for the transformation of a major public facing entitlement or a benefits or taxation</b></p> <p>In excess of the minimum mandatory requirements 2.2.1.2., for either C-M1 or C-M2 reference project for a major public facing entitlement or a benefits or taxation program (as distinct from licensing or permitting programs), for the applicable project meeting the mandatory requirement, the Bidder should demonstrate which of the following 4 stakeholder groups were impacted:</p> <p>Stakeholder group 1: Internal Stakeholders (may include operational support staff; IT staff; call center staff).</p> <p>Stakeholder group 2: External Stakeholders (may include members of the public; central agencies; other government departments; various levels of government; employers; other impacted organizations (e.g., payroll services; advocacy groups; medical organizations, etc.)).</p> <p>Stakeholder group 3: Senior executive stakeholders (ADM level, or equivalent, and above).</p> <p>Stakeholder group 4: Policy or Legislation.</p>	<p><b>Max points: 20 points</b></p> <p>1 of the 4 stakeholder groups = 5 points 2 of the 4 stakeholder groups = 10 points 3 of the 4 stakeholder groups = 15 points 4 of the 4 stakeholders groups = 20 points</p>	

<b>C-PR2</b>	<b>Leading the Project Definition Phase of a Major Business and IT Transformation Project</b>	<b>MAX Points = 160</b>	
<b>C-PR2.1</b>	<p>For the reference project provided in response to C-M1, in excess of the Bidder's response to C-M1(d), the Bidder should demonstrate responsibilities as the lead on the C-M1 reference project for the additional components of all of the following key areas:</p> <ul style="list-style-type: none"> <li>i. Key Area 1: Program / project management, including: <ul style="list-style-type: none"> <li>1. Scope, schedule, and cost management; or</li> <li>2. Stakeholder engagement; or</li> <li>3. Risk Management.</li> </ul> </li> <li>ii. Key Area 2: Technology, including: <ul style="list-style-type: none"> <li>1. Business Rules extraction and simplification; or</li> <li>2. Identification of system interfaces; or</li> <li>3. Data architecture current state analysis.</li> </ul> </li> <li>iii. Key Area 3: Procurement Expertise, including: <ul style="list-style-type: none"> <li>1. Procurement strategies; or</li> <li>2. Preparation of solicitation documents; or</li> <li>3. Contract management advice.</li> </ul> </li> <li>iv. Key Area 4: Business and Solutions Architecture, including: <ul style="list-style-type: none"> <li>1. Review integration of technology solutions; or</li> <li>2. Assess enterprise capabilities and maturity; or</li> <li>3. Develop frameworks and technical architectures</li> </ul> </li> </ul>	<p><b>Max Points = 40 points</b></p> <p>Total Points = points for Key Area 1 + points for Key Area 2 + points for Key Area 3 + points for Key Area 4</p> <p>A. Points for Key Area 1: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</p> <p>B. Points for Key Area 2: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</p> <p>C. Points for Key Area 3:  For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</p> <p>D. Points for Key Area 4: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</p>	
<b>C-PR2.2</b>	<p>The Bidder should provide up to 2 additional reference projects, in excess of the 1 reference project identified in response to C-M1, that fully demonstrates the Bidder's experience leading the project definition phase of a major business and IT transformation project.</p>	<p><b>Max points: 40 points</b></p> <p>Total points = points for reference Project #1 + points for reference Project #2.</p>	

	<p>The experience can be demonstrated using the same reference project(s) used in response to other point-rated technical criteria.</p> <p>The reference project(s) must each:</p> <ul style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li> <li>(b) Demonstrate that the Bidder was the lead for the project definition phase of the referenced project;</li> <li>(c) Demonstrate a focus on the transformation of service delivery to clients;</li> <li>(d) Demonstrate responsibilities as the lead on the reference project in <i>all</i> of the following key areas and at minimum 1 of the components for each key area: <ul style="list-style-type: none"> <li>i. Key Area 1: Program / project management , including: <ul style="list-style-type: none"> <li>1. Scope, schedule, and cost management; or</li> <li>2. Stakeholder engagement; or</li> <li>3. Risk Management.</li> </ul> </li> <li>ii. Key Area 2: Technology, including: <ul style="list-style-type: none"> <li>1. Business Rules extraction and simplification; or</li> <li>2. Identification of system interfaces; or</li> <li>3. Data architecture current state analysis.</li> </ul> </li> <li>iii. Key Area 3: Procurement Expertise, including: <ul style="list-style-type: none"> <li>1. Procurement strategies; or</li> <li>2. Preparation of solicitation documents; or</li> <li>3. Contract management advice.</li> </ul> </li> <li>iv. Key Area 4: Business and Solutions Architecture, including: <ul style="list-style-type: none"> <li>1. Review integration of technology solutions; or</li> <li>2. Assess enterprise capabilities and maturity; or</li> <li>3. Develop frameworks and technical architectures</li> </ul> </li> </ul> </li> <li>(e) Demonstrate that the Bidder's transformation methodology, as described in C-M6, was customized and executed for this project;</li> <li>(f) Demonstrate service delivery of transformational changes to: <ul style="list-style-type: none"> <li>i. people; and</li> <li>ii. processes; and</li> </ul> </li> </ul>	<p>A. Points for reference Project #1= 20 points</p> <p>B. Points for reference Project #2 = 20 points</p>	
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	<p>iii. technology; and</p> <p>iv. and services.</p> <p>(g) The total value of the project definition phase of the reference project must have been a minimum of \$10 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date);</p> <p>(h) The project definition phase must have been a minimum duration of 12 months and the Bidder must have been the lead for the full 12-month duration;</p> <p>(i) Demonstrate that the project definition phase of the project was completed within 8 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and</p> <p>(j) Not have any outstanding litigation related to the services delivered by the Bidder.</p> <p>For each reference project, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <p>(k) Name of the client; and</p> <p>(l) Role of the client contact in the project.</p>		
<b>C-PR2.3</b>	<p>For the reference project(s) provided in response to C-PR2.2, in excess of the Bidder's response to C-PR2.2(d), the Bidder should demonstrate responsibilities as the lead on the C-PR2.2 reference project(s) for the additional components of all of the following key areas:</p> <p>i. Key Area 1: Program / project management, including:</p> <ol style="list-style-type: none"> <li>1. Scope, schedule, and cost management; or</li> <li>2. Stakeholder engagement; or</li> <li>3. Risk Management.</li> </ol>	<p><b>Max Points = 80 points</b></p> <p>Total Points = points for A + B + C + D + E + F + G + H</p> <p>Points for C-PR2.2 reference Project #1:</p> <p>A. Points for Key Area 1: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</p> <p>B. Points for Key Area 2: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</p>	

	<p>ii. Key Area 2: Technology, including:</p> <ol style="list-style-type: none"> <li>1. Business Rules extraction and simplification; or</li> <li>2. Identification of system interfaces; or</li> <li>3. Data architecture current state analysis.</li> </ol> <p>iii. Key Area 3: Procurement Expertise, including:</p> <ol style="list-style-type: none"> <li>1. Procurement strategies; or</li> <li>2. Preparation of solicitation documents; or</li> <li>3. Contract management advice.</li> </ol> <p>iv. Key Area 4: Business and Solutions Architecture, including:</p> <ol style="list-style-type: none"> <li>1. Review integration of technology solutions; or</li> <li>2. Assess enterprise capabilities and maturity; or</li> <li>3. Develop frameworks and technical architectures.</li> </ol>	<p>C. Points for Key Area 3: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</p> <p>D. Points for Key Area 4: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</p> <p>Points for C-PR2.2 reference Project #2:</p> <p>E. Points for Key Area 1: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</p> <p>F. Points for Key Area 2: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</p> <p>G. Points for Key Area 3: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</p> <p>H. Points for Key Area 4: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</p>	
<b>C-PR3</b>	<b>The Lead of a Transformation Program Office Supporting the Implementation Phase of a Major IT and Business Transformation Project</b>	<b>MAX Points = 140 points</b>	
<b>C-PR3.1</b>	<p>For the reference project provided in response to C-M2, in excess of the Bidder's response to C-M2(d), the Bidder should demonstrate responsibilities as the lead on the C-M2 reference project for the additional components of all of the following key areas:</p> <p>i. Key Area 1: Program Management, including:</p> <ol style="list-style-type: none"> <li>1. Scope, schedule and cost management; or</li> </ol>	<p><b>Max Points = 40 points</b></p> <p>Total Points = points for Key Area 1 + points for Key Area 2 + points for Key Area 3</p> <p>A. Points for Key Area 1:</p>	

	<p>2. Stakeholder Engagement; or</p> <p>3. Risk Management.</p> <p>ii. Key Area 2: Value Management, including:</p> <ol style="list-style-type: none"> <li>1. Performance Measurement; or</li> <li>2. Benefits Realization.</li> </ol> <p>iii. Key Area 3: Procurement Expertise, including:</p> <ol style="list-style-type: none"> <li>1. Procurement Support; or</li> <li>2. Preparation of solicitation documents; or</li> <li>3. Vendor Management support.</li> </ol>	<p>For 2 of the 3 components = 10 points</p> <p>For 3 of the 3 components = 15 points</p> <p>B. Points for Key Area 2: For 2 of the 2 components = 10 points</p> <p>C. Points for Key Area 3: For 2 of the 3 components = 10 points For 3 of the 3 components = 15 points</p>	
<b>C-PR3.2</b>	<p>The Bidder should provide up to 2 additional reference projects, in excess of the 1 reference project identified in response to C-M2, that fully demonstrates the Bidder's experience leading the implementation phase of a major IT and business transformation project.</p> <p>The experience can be demonstrated using the same reference project(s) used in response to other point-rated technical criteria.</p> <p>The reference project(s) must each:</p> <ol style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li> <li>(b) Demonstrate that the Bidder was the lead of a Transformation Office during the implementation phase of the reference project;</li> <li>(c) Demonstrate a focus of the reference project on the transformation of service delivery to clients;</li> <li>(d) Demonstrate responsibilities as the lead in the reference project in <i>all</i> of the following key areas and at minimum 1 of the components for each key area: <ol style="list-style-type: none"> <li>i. Key Area 1: Program Management, including: <ol style="list-style-type: none"> <li>1. Scope, schedule and cost management; or</li> <li>2. Stakeholder Engagement; or</li> <li>3. Risk Management.</li> </ol> </li> </ol> </li> </ol>	<p><b>Max points: 40 points</b></p> <p>Total points = points for reference Project #1 + points for Project #2.</p> <p>A. Points for reference Project #1= 20 points</p> <p>B. Points for reference Project #2 = 20 points</p>	



	<p>ii. Key Area 2: Value Management, including:</p> <ol style="list-style-type: none"><li>1. Performance Measurement; or</li><li>2. Benefits Realization.</li></ol> <p>iii. Key Area 3: Procurement Expertise, including:</p> <ol style="list-style-type: none"><li>1. Procurement Support; or</li><li>2. Preparation of Solicitation documents; or</li><li>3. Vendor Management.</li></ol> <p>(e) Demonstrate that the Bidder provided advice and guidance in business and solutions architectures;</p> <p>(f) Demonstrate that the Bidder provided advice and guidance in change management;</p> <p>(g) Demonstrate that the Bidder's transformation methodology, as described in C-M6, was customized and executed for this project;</p> <p>(h) Demonstrate service delivery of transformational changes to:</p> <ol style="list-style-type: none"><li>i. people; and</li><li>ii. processes; and</li><li>iii. technology; and</li><li>iv. services.</li></ol> <p>(i) The total value of the reference project must have been a minimum of \$200 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date);</p> <p>(j) Have been a minimum duration of 3 years and the Bidder must have been the lead for a minimum duration of 2 years;</p> <p>(k) Demonstrate that the project implementation phase of the project was completed, or substantially* completed within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and</p> <p>(l) Not have any outstanding litigation related to the services delivered by the Bidder.</p>		
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	<p>For each reference project, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <p>(m) Name of the client; and (n) Role of the client contact in the project.</p> <p>*Substantially completed is defined as:</p> <ol style="list-style-type: none"> <li>Scope (deliverables) is at minimum 50% complete; and</li> <li>Schedule (project duration) is at minimum 50% complete; and</li> <li>Budget is at minimum 50% spent.</li> </ol>		
<b>C-PR3.3</b>	<p>For the reference project(s) provided in response to C-PR3.2, in excess of the Bidder's response to C-PR3.2(d), the Bidder should demonstrate responsibilities as the lead on the C-PR3.2 reference project(s) for the additional components of all of the following key areas:</p> <ol style="list-style-type: none"> <li>Key Area 1: Program Management, including: <ol style="list-style-type: none"> <li>Scope, schedule and cost management; or</li> <li>Stakeholder Engagement; or</li> <li>Risk Management.</li> </ol> </li> <li>Key Area 2: Value Management, including: <ol style="list-style-type: none"> <li>Performance Measurement; or</li> <li>Benefits Realization.</li> </ol> </li> <li>Key Area 3: Procurement Expertise, including: <ol style="list-style-type: none"> <li>Procurement Support; or</li> <li>Preparation of solicitation documents; or</li> <li>Vendor Management support.</li> </ol> </li> </ol>	<p><b>Max Points = 60 points</b></p> <p>Total Points = points for A + B + C + D + E + F</p> <p>Points for C-PR3.2 reference Project #1:</p> <ol style="list-style-type: none"> <li>Points for Key Area 1: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</li> <li>Points for Key Area 2: For 2 of the 2 components = 10 points</li> <li>Points for Key Area 3: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</li> </ol> <p>Points for C-PR3.2 reference Project #2:</p> <ol style="list-style-type: none"> <li>Points for Key Area 1: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</li> </ol>	

		<p>E. Points for Key Area 2: For 2 of the 2 components = 10 points</p> <p>F. Points for Key Area 3: For 2 of the 3 components = 5 points For 3 of the 3 components = 10 points</p>
<b>C—PR4</b>	<b>Alignment of Bidder's Proposed Leadership Team</b>	<b>MAX Points: 40 points</b>
<b>C-PR4.1</b>	<p>The Bidder's proposed Leadership Team provided in response to C-M3 includes resources who led the delivery of the respective areas for the reference project submitted in response to C-M1.</p> <p>Example: The Leadership Team – Value Management Lead proposed in response to C-M3 was the lead for the value management services in support of the reference project in response to C-M1.</p>	<p><b>Max points: 20</b></p> <p>5 points per individual resource to a maximum of 20 points.</p> <p>Note: If one resource is proposed as the team member lead for more than one area in C-M3 (b)iii, only 5 points for that individual resource will be allotted.</p>
<b>C-PR4.2</b>	<p>The Bidder's proposed Leadership Team provided in response to C-M3 includes resources who led the delivery of the respective areas for the reference project submitted in response to C-M2.</p> <p>Example: The Leadership Team – Value Management Lead proposed in response to C-M3 was the lead for the value management services in support of the reference project in response to C-M2.</p>	<p><b>Max points: 20</b></p> <p>5 points per individual resource to a maximum of 20 points.</p> <p>Note: If one resource is proposed as the team member lead for more than one area in C-M3 (b)iii, only 5 points for that individual resource will be allotted.</p>
<b>C-PR5</b>	<b>Legacy Technology and Data Experience</b>	<b>Max points: 120 points</b>
	<p>The Bidder should provide up to 2 additional reference projects, in excess of the reference projects identified in C-M5, that fully demonstrate the Bidder's experience using structured methodologies to support each of the components below.</p>	<p>Total points = points for reference Project #1 + points for reference Project #2.</p> <p>A. Points for reference Project #1</p>

	<p>The experience can be demonstrated using the same reference project(s) used in response to other point-rated technical criteria.</p> <p>Components – structured methodologies to support:</p> <ol style="list-style-type: none"> <li>1. The selection and implementation of COTS products and the transition from legacy technical environments;</li> <li>2. The development of strategies for client data that include consideration of data migration of large scale legacy data holdings;</li> <li>3. The identification and documentation of the interfaces between new case management and business rules engine solutions and legacy systems; and</li> <li>4. Large scale business rules extractions from legacy systems and the documentation of the rules in such a manner so as to support the introduction of modern systems.</li> </ol> <p>The reference projects must each:</p> <ol style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder.</li> <li>(b) Have been a minimum duration of 1 year.</li> <li>(c) Demonstrate that the project was completed, or substantially* complete, within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B).</li> <li>(d) Have a total project value of at minimum \$2 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date).</li> </ol> <p>For each reference project, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <ol style="list-style-type: none"> <li>(f) Name of the client; and</li> <li>(g) Role of the client contact in the project.</li> </ol>	<p>For 1 of the 4 components = 15 points For 2 of the 4 components = 30 points For 3 of the 4 components = 45 points For 4 of the 4 components = 60 points</p> <p><u>B. Points for reference Project #2:</u> For 1 of the 4 components = 15 points For 2 of the 4 components = 30 points For 3 of the 4 components = 45 points For 4 of the 4 components = 60 points</p>	
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	<p>*Substantially completed is defined as:</p> <ul style="list-style-type: none"> <li>i. Scope (deliverables) is at minimum 50% complete; and</li> <li>ii. Schedule (project duration) is at minimum 50% complete; and</li> <li>iii. Budget is at minimum 50% spent.</li> </ul>		
<b>C-PR6</b>	<p><b>Procurement Approach</b></p> <p>In excess of the Bidder's response to CM-4, the Bidder's proposed high-level procurement approach for GC to procure design and implementation services for the BDM solution should also:</p> <ul style="list-style-type: none"> <li>(a) Demonstrate an analysis of three or more options for the procurement approach;</li> <li>(b) Outline and describe a realistic and feasible preliminary work plan and timeline for delivering on the recommended procurement option; and</li> <li>(c) Describe the key risks ESDC is likely to encounter as part of the recommended procurement option and provide mitigation(s) for each.</li> </ul> <p>Bidder's preliminary work plan is realistic and feasible if it:</p> <ul style="list-style-type: none"> <li>(d) Demonstrates consideration of the complexities associated with ESDC's transformation as described in the reference material (Letter of Interest # G9292-176824/A, Industry Day presentation, slides 22-56 and 64-96);</li> <li>(e) Includes appropriate actions to mitigate the key risks the bidder has identified (in response to (c) above);</li> <li>(f) Identifies a sufficient number of resources to perform the work based on assumptions. The assumptions are standard</li> </ul>	<p><b>Max points: 160 points</b></p> <ul style="list-style-type: none"> <li>A. <u>Not acceptable (0 points)</u>: The information provided is unsuitable or insufficient, or was not provided.</li> <li>B. <u>Limited (80 points)</u>: Information provided to support the proposed procurement approach is limited or lacking in certain respects. <ul style="list-style-type: none"> <li>i. Bidder's proposed procurement approach demonstrates less than 3 options for the BDM solution design and implementation procurement and the Bidder recommends a preferred option; and</li> <li>ii. Bidder's preliminary work plan and timeline for the Bidder's recommended procurement approach are based on 1 reference project from the Bidder's past experience, and/or the Bidder's workplan and timeline are either not feasible or not realistic; and</li> <li>iii. Bidder provides some evidence of having considered key risks of the recommended procurement option and developing some mitigation strategies.</li> </ul> </li> </ul>	

	<p>for procurements in support of transformation projects;</p> <p>(g) Provides sufficient allowances for stakeholder consultation;</p> <p>(h) Provides sufficient allowance for internal review and approval; and</p> <p>(i) Was successfully used in the past to procure a solution comparable to what is being sought by BDM as outlined in the reference material (Letter of Interest # G9292-176824/A, Industry Day presentation, slides 22-56 and 64-96).</p>	<p>C. <u>Acceptable (120 points)</u>: Bidder has provided information based on the Bidder's previous experience to support its proposed procurement approach:</p> <p>i. Bidder's proposed procurement approach demonstrates 3 or more options for the procurement and the Bidder recommends a preferred option; and</p> <p>ii. Bidder's preliminary work plan and timeline for the Bidder's procurement approach are based on 2 reference projects from the Bidder's past experience. The workplan and timeline are realistic and feasible; and</p> <p>iii. Bidder provides evidence of having considered key risks for the recommended procurement option including mitigation BDM solutions design and implementation strategies for each risk based on lessons learned from the Bidder's past procurement experience.</p> <p>D. <u>Excellent (160 points)</u>: Bidder has provided substantial information based on previous projects to support its proposed procurement approach:</p> <p>i. Bidder's procurement strategy demonstrates evidence of having considered multiple approaches (3 or more) for the BDM solution design and implementation procurement,</p>	
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		<p>recommends a viable option that can be applied within the GC environment that is based on the Bidder's demonstrated experience on previous reference project(s) and industry best practices; and</p> <p>ii. Bidder's preliminary work plan and timeline for the Bidder's proposed work plan are based on 3 or more reference projects from the Bidder's past experience, is realistic and feasible, and the timelines demonstrate flexibility and an adaptable approach for working with ESDC; and</p> <p>iii. Bidder provides evidence of having considered key risks for the recommended procurement options, including mitigation strategies for each risk based on lessons learned from the Bidder's past procurement experience as well as industry best practice.</p>	
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### 3.5.2 Leadership Team – Project Executive (Level 3) Point-Rated Criteria

Num	Point-Rated Technical Criteria	Evaluation Grid	Cross Reference to Proposal
<b>LTPE-PR1</b>	<p>The Bidder should provide up to 2 reference projects to demonstrate the proposed Leadership Team Project Executive's (Level 3) experience. For each reference project, the Bidder should demonstrate that the resource played a lead role supporting business and IT transformation projects for at least 12 months and performed the following activities during that period:</p> <ol style="list-style-type: none"> <li>1. Providing independent strategic advice, guidance and support to senior management for effective and timely decision-making, on a range of issues affecting the organization's ability to achieve business objectives and outcomes;</li> <li>2. Value management and benefits realization;</li> <li>3. Providing expert advice and strategic guidance to assist in procuring world-class design and implementation services, and that the guidance influenced the procurement used; and</li> <li>4. Providing expert advice in modern COTS-based integrated technology solutions that support expanding service delivery expectations.</li> </ol> <p>The experience can be demonstrated using the same reference project(s) used in response to other point-rated technical criteria.</p> <p>The reference project(s) must each:</p> <ol style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li> <li>(b) Have been a minimum duration of 12 months;</li> </ol>	<p><b>Max points: 120 points</b></p> <p>Total points = points for reference Project #1 + points for reference Project #2.</p> <p><u>A. Points for reference Project #1</u>  For 1 of the 4 activities = 15 points  For 2 of the 4 activities = 30 points  For 3 of the 4 activities = 45 points  For 4 of the 4 activities = 60 points</p> <p><u>B. Points for reference Project #2:</u>  For 1 of the 4 activities = 15 points  For 2 of the 4 activities = 30 points  For 3 of the 4 activities = 45 points  For 4 of the 4 activities = 60 points</p>	



	<p>(c) Demonstrate that the project was completed, or substantially* completed, within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and</p> <p>(d) Have a total project value of at minimum \$100 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date).</p> <p>For each reference project, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <p>(e) Name of the client; and</p> <p>(f) Role of the client contact in the project.</p> <p>*Substantially completed is defined as:</p> <ul style="list-style-type: none"><li>i. Scope (deliverables) is at minimum 50% complete; and</li><li>ii. Schedule (project duration) is at minimum 50% complete; and</li><li>iii. Budget is at minimum 50% spent.</li></ul>		
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### 3.5.3 Leadership Team – Program Manager (Level 3) Point-Rated Criteria

Num	Point-Rated Technical Criteria	Evaluation Grid	Cross Reference to Proposal
<b>LTPGM-PR1</b>	<p>The Bidder's should provide up to 2 reference projects to demonstrate the proposed Leadership Team Program Manager's (Level 3) experience as a Program Manager. For each reference project, the Bidder should demonstrate that the resource played a lead role supporting IT and business transformation projects for at least 12-months and performed the following activities during that period:</p> <ol style="list-style-type: none"> <li>1. Supporting integration activities;</li> <li>2. Providing oversight to multiple projects within a program;</li> <li>3. Managing program / project governance; and</li> <li>4. Supporting stakeholder engagement.</li> </ol> <p>The experience can be demonstrated using the same reference project(s) used in response to other point-rated technical criteria.</p> <p>The reference project(s) must each:</p> <ol style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li> <li>(b) Have been a minimum duration of 12 months;</li> <li>(c) Demonstrate that the project was completed, or substantially* completed, within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and</li> <li>(d) Have a total project value of at minimum \$100 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date).</li> </ol> <p>For each reference project, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p>	<p><b>Max points: 120 points</b></p> <p>Total points = points for reference Project #1 + points for reference Project #2.</p> <p><u>A. Points for reference Project #1</u>  For 1 of the 4 activities = 15 points  For 2 of the 4 activities = 30 points  For 3 of the 4 activities = 45 points  For 4 of the 4 activities = 60 points</p> <p><u>B. Points for reference Project #2:</u>  For 1 of the 4 activities = 15 points  For 2 of the 4 activities = 30 points  For 3 of the 4 activities = 45 points  For 4 of the 4 activities = 60 points</p>	

	<p>(e) Name of the client; and (f) Role of the client contact in the project.</p> <p>*Substantially completed is defined as:</p> <ul style="list-style-type: none"> <li>i. Scope (deliverables) is at minimum 50% complete; and</li> <li>ii. Schedule (project duration) is at minimum 50% complete; and</li> <li>iii. Budget is at minimum 50% spent.</li> </ul>	
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### 3.5.4 Leadership Team - Additional Team Members Point-Rated Technical Criteria

Num	Point-Rated Technical Criteria	Evaluation Grid	Cross Reference to Proposal
<b>Leadership Team – Value Management Lead Experience</b>			
<b>LTVM-PR1</b>	<p>The Bidder's should provide up to 2 reference projects to demonstrate the proposed Leadership Team Value Management Lead's experience. For each reference project, the Bidder should demonstrate that the resource played a lead role supporting IT and business transformation projects for at least 12 months and performed the following activities during that period:</p> <ol style="list-style-type: none"> <li>Supporting value management frameworks; and</li> <li>Providing value management oversight to multiple projects within a program.</li> </ol> <p>The experience can be demonstrated using the same reference project(s) used in response to other point-rated technical criteria.</p> <p>The reference project(s) must each:</p> <ul style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li> <li>(b) Have been a minimum duration of 12 months;</li> </ul>	<p><b>Max points: 30 points</b></p> <p>Total points = points for reference Project #1 + points for reference Project #2.</p> <p><u>A. Points for reference Project #1</u> For 1 of the 2 activities = 10 points For 2 of the 2 activities = 15 points</p> <p><u>B. Points for reference Project #2:</u> For 1 of the 2 activities = 10 points For 2 of the 2 activities = 15 points</p>	

	<p>(c) Demonstrate that the project was completed, or substantially* complete, within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and</p> <p>(d) Have a total project value of at minimum \$100 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date).</p> <p>For each reference project, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <p>(e) Name of the client; and</p> <p>(f) Role of the client contact in the project.</p> <p>*Substantially completed is defined as:</p> <ol style="list-style-type: none"> <li>Scope (deliverables) is at minimum 50% complete; and</li> <li>Schedule (project duration) is at minimum 50% complete; and</li> <li>Budget is at minimum 50% spent.</li> </ol>		
<b>Leadership Team – Procurement Lead Experience</b>			
<b>LTPS-PR1</b>	<p>The Bidder should provide up to 2 reference projects to demonstrate the proposed Leadership Team Procurement Lead's experience. For each reference project, the Bidder should demonstrate that the resource played a lead role supporting IT and business transformation projects for at least 12 months and performed the following activities during that period:</p> <ol style="list-style-type: none"> <li>Developing and executing procurement strategies for contracts with estimated values greater than \$100M;</li> <li>Providing procurement support oversight to multiple projects within a program;</li> <li>Conducting options analysis of various procurement approaches and making recommendations for contracts</li> </ol>	<p><b>Max points: 80 points</b></p> <p>Total points = points for reference Project #1 + points for reference Project #2.</p> <p><u>A. Points for reference Project #1</u></p> <p>For 1 of the 6 activities = 15 points</p> <p>For 2 of the 6 activities = 20 points</p> <p>For 3 of the 6 activities = 25 points</p> <p>For 4 of the 6 activities = 30 points</p> <p>For 5 of the 6 activities = 35 points</p> <p>For 6 of the 6 activities = 40 points</p>	

	<p>based on past experience, lessons learned, and best practices;</p> <ol style="list-style-type: none"> <li>4. Establishing a vendor management oversight function;</li> <li>5. Implementing vendor performance measures; and</li> <li>6. Providing advice and expertise to structure and negotiate contracts.</li> </ol> <p>The experience can be demonstrated using the same reference project(s) used in response to other point-rated technical criteria.</p> <p>The reference project(s) must each:</p> <ol style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li> <li>(b) Have been a minimum duration of 12 months;</li> <li>(c) Demonstrate that the project was completed, or substantially* completed, within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and</li> <li>(d) Have a total project value of at minimum \$100 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date).</li> </ol> <p>For each reference project, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <ol style="list-style-type: none"> <li>(e) Name of the client; and</li> <li>(f) Role of the client contact in the project.</li> </ol> <p>*Substantially completed is defined as:</p> <ol style="list-style-type: none"> <li>i. Scope (deliverables) is at minimum 50% complete; and</li> <li>ii. Schedule (project duration) is at minimum 50% complete; and</li> <li>iii. Budget is at minimum 50% spent.</li> </ol>	<p>B. Points for reference Project #2:</p> <p>For 1 of the 6 activities = 15 points  For 2 of the 6 activities = 20 points  For 3 of the 6 activities = 25 points  For 4 of the 6 activities = 30 points  For 5 of the 6 activities = 35 points  For 6 of the 6 activities = 40 points</p>	
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**Leadership Team – Technology and Architecture Lead Experience**

<b>LT TA-PR1</b>	<p>The Bidder's should provide up to 2 reference projects to demonstrate the proposed Leadership Team Technology and Architecture Lead's experience. For each reference project, the Bidder should demonstrate that the resource played a lead role supporting IT and business transformation projects for at least 12 months and performed the following activities during that period:</p> <ol style="list-style-type: none"> <li>1. Support the selection and implementation of COTS-based technology products and service strategies for contracts with estimated values greater than \$100M; and</li> <li>2. Providing technology and architecture oversight to multiple projects within a program.</li> </ol> <p>The experience can be demonstrated using the same reference project(s) used in response to other point-rated technical criteria.</p> <p>The reference project(s) must each:</p> <ol style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li> <li>(b) Have been a minimum duration of 12 months;</li> <li>(c) Demonstrate that the project was completed, or substantially* completed, within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and</li> <li>(d) Have a total project value of at minimum \$100 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date).</li> </ol> <p>For each reference projects, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <ol style="list-style-type: none"> <li>(e) Name of the client; and</li> <li>(f) Role of the client contact in the project.</li> </ol>	<p><b>Max points: 80 points</b></p> <p>Total points = points for reference Project #1 + points for reference Project #2.</p> <p><u>A. Points for reference Project #1</u> For 1 of the 2 activities = 20 points For 2 of the 2 activities = 40 points</p> <p><u>B. Points for reference Project #2:</u> For 1 of the 2 activities = 20 points For 2 of the 2 activities = 40 points</p>
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	<p>*Substantially completed is defined as:</p> <ul style="list-style-type: none"> <li>i. Scope (deliverables) is at minimum 50% complete; and</li> <li>ii. Schedule (project duration) is at minimum 50% complete; and</li> <li>iii. Budget is at minimum 50% spent.</li> </ul>		
<b>Leadership Team – Change Management Lead Experience</b>			
<b>LTCM-PR1</b>	<p>The Bidder's should provide up to 2 reference projects to demonstrate the proposed Leadership Team Change Management Lead's experience. For each reference project, the Bidder should demonstrate that the resource played a lead role supporting IT and business transformation projects for at least 12 months and performed the following activities during that period:</p> <ol style="list-style-type: none"> <li>1. Communicating the vision, assessing the overall impact of people and processes, defining strategies and roadmaps to ensure a seamless transition; and</li> <li>2. Providing change management oversight to multiple projects within a program.</li> </ol> <p>The experience can be demonstrated using the same reference project(s) used in response to other point-rated technical criteria.</p> <p>The reference projects must each:</p> <ul style="list-style-type: none"> <li>(a) Be for a client that is arms-length from the Bidder and not an affiliate of the Bidder;</li> <li>(b) Have been a minimum duration of 12 months;</li> <li>(c) Demonstrate that the project was completed, or substantially* completed, within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and</li> <li>(d) Have a total project value of at minimum \$100 Million (CAD, foreign currency will be based on the Bank of Canada daily exchange rate of the bid closing date).</li> </ul>	<p><b>Max points: 80 points</b></p> <p>Total points = points for reference Project #1 + points for reference Project #2.</p> <p>A. Points for reference Project #1 For 1 of the 2 activities = 20 points For 2 of the 2 activities = 40 points</p> <p>B. Points for reference Project #2: For 1 of the 2 activities = 20 points For 2 of the 2 activities = 40 points</p>	

	<p>For each reference project, the Bidder is requested to provide the contact information (name, title, telephone number and e-mail address) of a client contact, in addition to providing the following information:</p> <p>(e) Name of the client; and (f) Role of the client contact in the project.</p> <p>*Substantially completed is defined as:</p> <p>i. Scope (deliverables) is at minimum 50% complete; and ii. Schedule (project duration) is at minimum 50% complete; and iii. Budget is at minimum 50% spent.</p>		
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**FORM 1 TO PART 4**  
**RFP SUBMISSION FORM**

## A. Bidder Information and Electronic Payment

### Sub-form 1 – Bidder’s Information and Authorization

#	Bidder’s Information
	Bidder’s full legal name
(a)	
	Bidder’s Procurement Business Number
(b)	
	Authorized representative of Bidder for evaluation purposes (e.g. clarifications)
(c)	Name:
	Title:
	Address:
	Telephone #:
	Email:
If submitting a bid in response to the RFP as a joint venture, the Bidder must complete section (d) below. <i>[Bidder to add more rows if more than one joint venture member]</i>	
(d)	Joint venture member full legal name:
	Joint venture member address:
<b>Security Requirements – Bidder’s input for security information available at the time of bid submission</b> (in accordance with the RFP Part 6 Security, Financial and Other Information, section 6.1)	
(e)	<i>[Bidder to add lines to this section in order to provide the required information.]</i>
<b>Bidder’s Proposed Sites or Premises Requiring Safeguarding Measures</b> (in accordance with the RFP Part 6 Security, Financial and Other Information, section 6.2)	
(f)	<i>[Bidder to add lines to this section in order to provide the required information.]</i>

#	Bidder's Information
	<p><b>Applicable Laws:</b></p> <p>In accordance with RFP Part 2 Bidder Instructions, section 2.4 Applicable Laws, Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified below and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidder.</p>
(g)	Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario, Canada.
	<p><b>RFP Submission Requirements</b></p> <p>It is the Bidder's sole responsibility to ensure its response addresses all requirements outlined in the RFP.</p>
	<p><b>Bidder Authorization</b></p> <p>On behalf of the Bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that:</p> <ol style="list-style-type: none"> <li>1. The Bidder considers itself and its products able to meet all the mandatory requirements described in the bid solicitation;</li> <li>2. This bid is valid for the period requested in the bid solicitation;</li> <li>3. All the information provided in the bid is complete, true and accurate; and</li> <li>4. If the Bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation.</li> </ol>
(h)	<p>Name:</p> <p>Address:</p> <p>Email:</p> <p>Signature of authorized representative of Bidder:</p> <p>Phone:</p> <p>Date:</p>
	<p>If submitting a bid in response to the RFP as a joint venture, the Bidder must complete section (i) below. <i>[Bidder to add more rows if more than one joint venture member]</i></p>
(i)	<p>Name:</p>

#	Bidder's Information
	Address:
	Email:
	Signature of authorized representative of Bidder:
	Phone:
	Date:

**Sub-form 2 – Electronic Payment Instruments**

*As indicated in Part 3, clause 3.3.3, the Bidder must complete the information requested below, to identify which electronic payment instruments are accepted for the payment of invoices.*

The Bidder accepts to be paid by any of the following Electronic Payment Instrument:

( ) Direct Deposit (Domestic and International).

## B. Additional Certifications Precedent to Contract Award and Additional Information

In accordance with RFP Part 5 – Certifications and Additional Information, I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the bid submission date. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a Contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

### Sub-form 3 – Integrity Provisions – Bid

Pursuant to subsection Declaration of Convicted Offences of section 01 of the 2003 Standard Instructions, the Bidder must provide, precedent to contract award, a completed Integrity Declaration Form and list of Board of Directors, to be given further consideration in the procurement process. Bidders must complete and submit the Integrity Declaration Form located here <http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>, in addition to completing and submitting the information required below.

<p>The completed declaration form, and the information required below, must be submitted as part of the bidding process. Please complete and submit in a <b>sealed envelope labelled “Protected”</b> to the attention of</p> <p style="text-align: center;">Integrity, Departmental Oversight Branch, PWGSC Tower A, 10A1, Room 105 11 Laurier Street, Place du Portage, Phase III Gatineau (Quebec) Canada K1A 0S5</p> <p>Include the sealed envelope with your bid submission. The form is considered “Protected B” when completed.</p>	
<b>Complete Legal Name of Company:</b>	
<b>Company's address:</b>	
<b>Company's Procurement Business Number (PBN):</b>	
<b>Bid Number:</b>	
<b>Date of Bid: (YY-MM-DD)</b>	
<b>Board of Directors (Use Format – first name last name)</b> <b>Or put the list as an attachment</b>	
<b>1. Director</b>	
<b>2. Director</b>	
<b>3. Director</b>	
<b>4. Director</b>	
<b>5. Director</b>	
<b>6. Director</b>	
<b>7. Director</b>	
<b>8. Director</b>	
<b>9. Director</b>	
<b>10. Director</b>	

Other members
Comments

### Sub-form 4: Former Public Servant

<p>Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPS, Bidders must provide in writing before contract award for each question below, the answer and, as applicable, the information required.</p>	<p>Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, provide the following information:</p>
<p>If the Contracting Authority has not received the answer to the question and, as applicable, the information required by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the answer and, as applicable, the information required. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.</p> <p><b>Definitions</b></p> <p>For the purposes of this clause,</p> <p>"former public servant" is any former member of a department as defined in the <a href="#">Financial Administration Act</a>, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:</p> <ul style="list-style-type: none"> <li>(a) an individual;</li> <li>(b) an individual who has incorporated;</li> <li>(c) a partnership made of former public servants; or</li> <li>(d) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.</li> </ul>	<p>Name(s) of former public servant:</p>

<p>"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.</p> <p>"pension" means a pension or annual allowance paid under the <a href="#">Public Service Superannuation Act (PSSA)</a>, R.S., 1985, c. P-36, and any increases paid pursuant to the <a href="#">Supplementary Retirement Benefits Act</a>, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the <a href="#">Canadian Forces Superannuation Act</a>, R.S., 1985, c. C-17, the <a href="#">Defence Services Pension Continuation Act</a>, 1970, c. D-3, the <a href="#">Royal Canadian Mounted Police Pension Continuation Act</a>, 1970, c. R-10, and the <a href="#">Royal Canadian Mounted Police Superannuation Act</a>, R.S., 1985, c. R-11, <a href="#">the Members of Parliament Retiring Allowances Act</a>, R.S., 1985, c. M-5, and that portion of pension payable to the <a href="#">Canada Pension Plan Act</a>, R.S., 1985, c. C-8.</p> <p>By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with <a href="#">Contracting Policy Notice: 2012-2</a> and the <a href="#">Guidelines on the Proactive Disclosure of Contracts</a>.</p>	
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### Sub-form 5 – Work Force Adjustment

<p><b>Work Force Adjustment Directive</b> See Sub-form 4 for a definition of "Former Public Servant (FPS)".</p> <p>For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.</p>	<p>Is the Bidder a FPS who received a lump sum payment under the terms of the Work Force Adjustment Directive?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>	
	<p>If yes, provide the following information:</p>	
	a. name of former public servant;	
	b. conditions of the lump sum payment incentive;	
	c. date of termination of employment;	
	d. amount of lump sum payment;	
	e. rate of pay on which lump sum payment is based;	
	f. period of lump sum payment including start date, end date and number of weeks; and	
g. number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.		

### Sub-form 6 - Federal Contractors Program for Employment Equity

For further information on the Federal Contractors Program for Employment Equity visit <https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html>.

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

Complete both A and B.

A. Check only one of the following:

( ) A1. The Bidder certifies having no work force in Canada.

( ) A2. The Bidder certifies being a public sector employer.

( ) A3. The Bidder certifies being a federally regulated employer being subject to the Employment Equity Act.

( ) A4. The Bidder certifies having a combined work force in Canada of less than 100 employees (combined work force includes: permanent full-time, permanent part-time and temporary



employees [temporary employees only includes those who have worked 12 weeks or more during a calendar year and who are not full-time students]).

A5. The Bidder has a combined workforce in Canada of 100 or more employees; and

( ) A5.1 The Bidder certifies already having a valid and current Agreement to Implement Employment Equity (AIEE) in place with ESDC-Labour.

OR

( ) A5.2 The Bidder certifies having submitted the Agreement to Implement Employment Equity (LAB1168) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

( ) B1. The Bidder is not a Joint Venture.

OR

( ) B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions).

### Sub-form 7 – Team Certification

The Bidder must meet the following mandatory requirements, otherwise, its bid will be declared non-responsive:

- (i) The Bidder must identify and provide all its Team Members in the bid and have signed formal Teaming Agreement(s) or signed Contract(s) in respect of the services to be provided under any contract resulting from this RFP, prior to the bid closing date (a signed letter of intent from a Team Member is not sufficient);
- (ii) The Bidder must obtain the permission from the Team Members to use their service experience in response to the RFP requirements;
- (iii) Where the Team Member is a related organization (i.e. parent, affiliated and/or subsidiary organization), the Teaming Agreement(s) or contract(s) for the services to which the experience relates must stipulate that the Bidder can rely upon and use the experience of the Team Member throughout the performance of any resulting contract;
- (iv) The Teaming Agreement or contract must stipulate that the Team Member whose experience is being presented for evaluation will be actively responsible for the delivery of those services to which the experience relates under any resulting contract, and
- (v) The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the Team Members, of the permission given to the Bidder and of their availability.

Prior to contract award, if the winning Bidder, for reasons beyond its control, is unable to provide the services of a proposed Team Member, the entity whose experience was used to meet evaluation criteria of the RFP, the Bidder may propose a replacement with equivalent or better qualifications and experience. The Bidder must advise the Contracting Authority within 15 business days of the reason for the replacement and provide the name, qualifications and experience of the proposed replacement. Canada reserves the right to reject any replacement for any reason, should Canada consider the replacement's qualifications and experience to be lesser than its predecessor. If the Bidder cannot provide a satisfactory replacement for the originally proposed Team Member, Canada may terminate the contract for default.

For greater clarity, the following situations may be considered as beyond the control of the Bidder: the Team Member terminates their arrangement with the Bidder; or the Bidder terminates their arrangement with the Team Member for cause; or the Team Member is bankrupt or where, for whatever reason, its activities are rendered inoperable for an extended period; or a merger or acquisition of the Team Member.

#### **CERTIFICATION**

By signing this certification, the Bidder hereby certifies its full understanding of and compliance with the above-described requirements.

The Bidder also certifies that the signature below is that of a person authorized to sign on behalf of the Bidder.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name and title of person authorized to sign on behalf of the Bidder

\_\_\_\_\_  
Name of the Bidder

**FORM 2 TO PART 4:**  
**PROJECT REFERENCE CHECK FORM**

## 1.0 PROJECT REFERENCE CHECK FORM

### Instructions to Bidders:

- i. In accordance with *Part 4 - Evaluation Procedures and Basis of Selection, 4.2.4 Reference Checks*, Bidders are requested to submit a Project Reference Check Form for the projects identified in *Attachment 1 to Part 4 – Technical Evaluation* of the RFP.
- ii. If the information requested in this form is not provided with the Bidder's bid, it must be provided upon request by the Contracting Authority within the timeframe identified in the request.
- iii. Canada may contact the client contact provided for the referenced project to validate the information.

#	Response		
(a)	Evaluation Criteria Number (from <i>Attachment 1 to Part 4 – Technical Evaluation</i> )		
(b)	Bidder's Full Legal Name (if the Bidder is a joint venture, the full legal name of each member of the joint venture for the reference project)		
(c)	Description of the reference project		
(d)	Name of client organization for the reference project		
(e)	Name of client contact for the reference project		
(f)	Client organization and client contact affiliation with the Bidder (or joint venture member)		
	Please indicate accordingly	Are Not Affiliated	Are Affiliated
(g)	Name of organization the client contact is currently working for (if the client contact is no longer working for the client organization identified for the reference project)		
(h)	Title of client contact (while working on the reference project)		
(i)	Current telephone number of client contact		
(j)	Current e-mail address of the client contact		
(k)	Role of the client contact in the reference project		

**FORM 3 – PART “A” TO PART 4**  
**BID SOLICITATION – FINANCIAL BID FORM EVALUATION**  
**AND DESCRIPTION**

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**NOTE: This document is a reference document that describes the Financial Bid information for *Form 3 - Part "B" to Part 4 – Bid Solicitation – Financial Bid Form*.**

## **1. Financial Bid**

In accordance with the RFP Part 3 - Bid Preparation Instructions, 3.3 Section II - Financial Bid:

- 1.1 The Bidder's Financial Bid must include the completed *Form 3 - Part "B" to Part 4 – Bid Solicitation – Financial Bid Form*.
- 1.2 No Blank Prices:  
Bidders must insert a valid price for each item for the initial contract period in Form 3 – Part "B". If the Bidder leaves any price blank or submit any "\$0.00" items, Canada will treat the blank price or "\$0.00" item as an administrative error and will request that the Bidder provide a valid price for that item within 24 hours of the request. Any Bidder who does not respond with a valid price within 24 hours will be declared non-responsive.
- 1.3 Bidders must only submit firm all-inclusive per diem rates for each core resource category and each identified level for the initial contract period. The firm all-inclusive per diem rates for the option periods will be calculated in accordance with *Annex B – Price Schedule*, section 4.2 Rates Subject to Economic Price Adjustment (EPA).
- 1.4 Random Selection of Per Diem Rates for Financial Evaluation Purposes:
  - 1.4.1 Step 1:
    - 1.4.1.1 Canada will randomly select core resource categories by level to create the Step 1 subsets as follows:
      - (i) For core resource categories with Level 1 from the table in Form 3 – Part "B": 11 of 18 resource categories will be randomly selected for the financial evaluation and will be placed in the Level 1 box.
      - (ii) For core resource categories with Level 2 from the table in Form 3 – Part "B": 12 of 19 resource categories will be randomly selected for the financial evaluation and will be placed in the Level 2 box.
      - (iii) For core resource categories with Level 3 from the table in Form 3 – Part "B": 2 of 3 resource categories will be randomly selected for the financial evaluation and will be placed in the Level 3 box.
    - 1.4.1.2 To randomly select the specific core resource categories from each level to be used in the financial evaluation:
      - (i) The core resource categories for Level 1 will be drawn one by one from the box until the pre-determined number of core resource categories have been drawn (without replacement), ensuring that the process is transparent and valid.

- (ii) After the random selection for Level 1 has been completed, the unselected resource categories will be removed from the box and shown to witnesses to demonstrate that all Level 1 resource categories were included in the draw.
- (iii) Sub-steps 1.4.1.2 (i) and (ii) will be repeated for the random selection of Level 2 and Level 3 resource categories.

#### 1.4.2 Step 2:

After the Step 1 subsets for each level have been selected, GC will determine which core resource categories are not represented in the Step 1 subsets. For any core resource categories that are not represented in the Step 1 subsets, a Step 2 subset will be created using the highest level from each core resource category not represented in the Step 1 subsets.

#### 1.4.3 Step 3:

Step 1 subsets and Step 2 subset will be combined to form the final list of per diem rates to be used in the financial evaluation.

1.4.4 There will be independent verification of device, witnesses, and certifications. A fairness monitor may also be present.

1.4.5 One representative from each technically responsive Bidder is required to witness the random selection process. On behalf of the Bidder the representative will certify in writing that the process was conducted in accordance with this clause.

1.5 Estimated levels of effort in Form 3 - Part "B" are for evaluation purposes only and will not be included in the contract Price Schedule.

1.6 The contract Price Schedule will be developed based on inputs in Form 3 - Part "B" from the winning Bidder.

## 2. As-and-when-requested work – Form 3 – Part "B":

The Contractor will be paid in accordance with the firm all-inclusive per diem rates for any Work performed pursuant to the contract and any resulting Task Authorizations. The firm per diem rates in Form 3 – Part "B" must include the cost of labour, fringe benefits, general and administrative expenses, overhead, profit and the like, excepting only applicable taxes. All expenses reasonably and properly incurred for the provision of the services in accordance with the contract (i.e. project office space [including Contractor's hardware and software], word processing, work estimates, photocopying, courier and telephone charges, local travel and the like) must be included in the firm all-inclusive per diem rates identified in Form 3 – Part "B", and will not be permitted as direct charges under the contract. The Contractor will not be permitted to charge per diem rates to prepare work estimates or Task Authorizations.

The rates must be in Canadian currency, Customs duties are included and Applicable Taxes are extra.

**3. Total Evaluated Bid Price:**

The Total Evaluated Bid Price is the Evaluated Average Per Diem Rate from Form 3 – Part “B”.

The Evaluated Average Per Diem Rate in Form 3 – Part “B” is calculated by adding the weighted per diem rates for the final list of per diem rates to be used in the financial evaluation in accordance with section 1.4 Random Selection of Per Diem Rates for Financial Evaluation Purposes, of this form.