

RETURN BIDS TO :

**RETOURNER LES
 SOUMISSIONS À:**

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

**REQUEST FOR PROPOSAL
 AMENDMENT #4**

**DEMANDE DE
 PROPOSITION**

Proposal To: Shared Services
 Canada

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

**Proposition aux: Services partagés
 Canada**

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

Instructions : See Herein

ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction

Instructions: Voir aux présentes

énumérés ici sur toute feuille ci-annexées, au(x) prix indiqué(s)

Comments - Commentaires

**This document contains a Security
 Requirement**

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

Issuing Office – Bureau de distribution
 Shared Services Canada
 180 Kent Street
 13th Floor

Title – Sujet SBIPS – ITSM Process Maturity Solution	
Solicitation No. – N° de l'invitation 10052799	Date 29-May-2017
Amendment	4
Client Reference No. – N° référence du client RAS 16-43488	
Buy & Sell Reference No. – N° de reference de SEAG 10052799	
File No. – N° de dossier 10052799	SBIPS SUPPLY ARRANGEMENT EN537-05IT01.
Solicitation Closes – L'invitation prend fin at – à 2 :00 PM on – le 23-June-2017	
Time Zone Fuseau horaire Daylight Saving Time DST	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Inquiries to : - Adresser toutes questions à: Julie Bampton	
Buyer Id – Id de l'acheteur C09	Telephone No. – N° de téléphone : 613-790-5915
FAX No. – N° de FAX	
Destination – of Goods, Services, and Construction: Destination – des biens, services et construction : See Herein	

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

Ottawa, ON K1G 4A8

QUESTION #	QUESTION	ANSWER
31	<p>Attachment C.1, R1-2: Prior Experience in Delivering Proposed Solution Scope awards maximum points (6 points for each of the 3 required customer references) if “the description demonstrates that the customer reference project is very similar to the work requested in Annex A based on the scale of the work conducted for the customer reference; having implemented the solution, used on a large scale, with IT staff using ITSM processes/ITSM tool to support over 250,000 end users.</p> <p>Attachment C.1, R2-5: Key Resources calls for 7 named resources (Senior Project Manager, ITSM Transformation Lead, Senior OCM Manager, ITSM system Analyst, ITSM Process re-engineering Consultant, ITSM IM Architect and Training Specialist).</p> <p>Section 3.2A, Section I: Technical Bid, (iv) (A) states “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”.</p> <p>Demonstrating a Firms capabilities and experiences in delivering the proposed solution in context of scale (R1-2), nature (R1-3) and technology Integration (R1-4) is critical to the success of this initiative at SSC. As well, having the right people with the right experiences and capabilities is also on the critical path to the success of this initiative.</p> <p>SSC, by permitting respondents to propose Subcontractors for all Key Resources, is diluting the significance of having an experienced and competent Firm. It is the Firm that brings proven approaches and methodologies to clients. A team of 7 subcontractors with no exposure to a Firms approaches and methodologies negates the experiences that SSC is asking of from firms.</p> <p>There appears to be no required connection between the resources proposed and a Firms experiences, qualifications, approaches and methodologies needed to deliver the work.</p> <p>To ensure that SSC is not just procuring resources and that the desire is to engage an experienced and qualified vendor, will SSC:</p> <ul style="list-style-type: none"> • Request respondents to demonstrate a proposed key-resources’ exposure, familiarity and experiences with the Firm’s process implementation, process maturity and organizational change management approaches and methodologies. • Award additional points to those Firms who propose key-resources who have demonstrated that they have exposure, familiarity and experiences with the Firm’s process implementation, process maturity and organizational change management approaches 	<p>Canada will not change the rating of key resources in order to award additional points for key resources experience with the Bidder’s previous implementation projects or for the key resources knowledge of the Bidders methodologies and approaches. It is incumbent on the Bidder to ensure that all resources have the knowledge and expertise required to successfully complete the tasks required by Canada.</p> <p>Canada does require that the Bidder (prime) in a partnership arrangement have substantial knowledge and experience invested in the contract (deliverables) and as such the RFP will be modified to include a requirement for the Bidder (prime) to provide a minimum of 3 of the 7 key resources, one being the Senior Project Manager. Canada will only interface with one central point of contact for the project, from the Bidder’s team, for project/ deliverable status and issue resolution and as such the Senior Project Manager must be supplied by the Bidder (prime).</p> <p>Please see response to question #3 for details of prime/ subcontractor arrangement.</p>

	and methodologies.	
33	Will the SSC ITSM Process Maturity Solution apply to all SSC Stakeholders (i.e. divisions, sections/groups)? If No, please identify which SSC Stakeholders will be exempt from this program?	The ITSM process maturity solution is being developed for use throughout the enterprise of SSC. At this time no stakeholders are specifically exempt.
34	Part 7, Resulting Contract Clauses, Section 7.1 Requirement makes reference to “goods and services”. As this is a professional services initiative and contract, we suggest removal of the references to “goods”.	That is correct. Canada will remove the reference of “goods” in Section 7.1
35	For 7.13.1 and 7.13.2, we seek to understand the rationale for inclusion of indirect, special and consequential damages as heads of damages that the Contractor would be responsible for as these are typically heads of damages that parties to an agreement would not be responsible for. We seek to clarify that exclusions will be included for any claims relating to intellectual property infringement to account for infringements that are not caused by the Contractor.	These clauses are in accordance with agreed Limitation Clauses of the SBIPS Supply Arrangement.
36	Reference: Section 2.2 Submission of Bids (page 6 of 105) and Section 3.1 Bid Preparation Instructions (page 8 of 105) Section 2.2 Submission of Bids, Point (b) states that “due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail will not be accepted.” But Section 3.1 Bid Preparation Instructions states “Canada will accept electronic copies of the response e-mailed to: Julie Watson-Bampton, julie.bampton@canada.ca ” Kindly confirm if submission via email will be accepted.	This is to confirm that an email submission will be accepted.
37	ANNEX G: TASK AUTHORIZATION PROCEDURES (Page 102 of 105) states “1. TA Request (a) Where a requirement for a specific task has been identified and a TA is to be provided to the Contractor in accordance with the allocation methodology described in the Contract Article titled “Task Authorization”, a TA Form, as attached at Appendix B to Annex B, will be prepared by the Technical Authority and sent to the Contractor.” There is no Appendix B provided under Annex B. Kindly clarify and modify the requirement.	Administrative Correction: Task authorization form is provided under Annex H Insert Revised (a) Where a requirement for a specific task has been identified and a TA is to be provided to the Contractor in accordance with the allocation methodology described in the Contract Article titled “Task Authorization”, a TA Form, as attached at Annex H will be prepared by the Contracting Authority and sent to the Contractor.”
38	ANNEX G: TASK AUTHORIZATION PROCEDURES (Page 102 of 105) states	Administrative Correction – See Annex I for Category of Personnel

	<p>"2. TA Quotation (b) For each proposed resource the Contractor must supply: (i) A resume and completed Appendix C to Annex A for the Category(ies) of Personnel and level(s) identified in the TA Form."</p> <p>There is no Appendix C provided under Annex A. Kindly clarify and modify the requirement.</p>	See attachment
39	<p>ANNEX G: TASK AUTHORIZATION PROCEDURES (Page 103 of 105) states "2. TA Quotation (b) For each proposed resource the Contractor must supply: (iii) Certifications at Appendix D to Annex A (as applicable)."</p> <p>There is no Appendix D provided under Annex A. Kindly clarify and modify the requirement</p>	Correction – Certifications are listed under Annex F
40	<p>ANNEX G: TASK AUTHORIZATION PROCEDURES (Page 103 of 105) states "3. Resource Assessment (a) Each proposed resource will be assessed for compliance with the mandatory requirements identified in Appendix C to Annex B applicable to that Category of Personnel. Proposed resources that do not comply with each and every mandatory criteria will not be accepted."</p> <p>There is no Appendix C provided under Annex B. Kindly clarify and modify the requirement.</p>	Administrative Correction – See Annex I for Category of Personnel See attachment
41	<p>Reference: Section 3.3 SSC ITSM Process Maturity Solution Deliverables (Page 61 of 105) Under the 3 headings 'Implementation Plan', 'Organizational Change Management (OCM) Strategy and Plan', and 'Activity Plan' there is a reference to section 2.7.1.</p> <p>There is no section 2.7.1 in the document. Can you please clarify this reference?</p>	This should make reference to section 2.4.1 and not section 2.7.1. The reference is with respect to updating these documents based on results of the "kick-off meeting".
42	<p>Reference: section 3.1.2 ITSM Processes Scope (Page 40/41) -This section speaks to 'design and implement to (10) ITSM processes' .</p> <p>Can SSC define what 'implement' means in this context?</p>	Implementation refers to the completion of a release or release package. A process release/ release package will not be considered complete until all processes included in the release are validated and accepted by SSC. This will include having the process operational using the ITSM tool and having all OCM activities complete.

43	<p>Reference: section 3.1.2 ITSM Processes Scope (Page 40/41) Table 1 specifies that 'Mature Processes' must be fully deployed within 30 months. Is the 30 month measured from? (a) Contract award? (b) From deployment of the Lean Process?</p>	Fully deployed means within 30 months from Contract Award.
44	<p>If/when SSC selects a new tool, will the vendor implement the tool on SSC's behalf under this contract?</p>	<p>The vendor will not be required to implement the new ITSM tool. However, there will be work required related to the new tool; this includes development of configuration requirements to support SSC's processes, development of training material, and participation in the testing of the new solution.</p>
46	<p>Given the extensive level of effort required to submit a qualifying response to this RFP (e.g., locating and gridding qualified resources against two sets of stringent requirements, developing four separate draft deliverables, navigating internal approval processes, managing the legal intricacies of potential partnerships, etc.) will the Crown please provide a two week extension, amending the closing date to: June 23rd 2017?</p>	<p>SSC has granted an extension until June 23, 2017.</p> <p>All enquiries must be submitted in writing to the Contracting Authority no later than June 12, 2017 @2:00pm</p> <p>Enquiries received after that time may not be answered.</p>
47	<p>Can the Crown please confirm, as per amendment #1 question 3, when working with a partner the Prime will provide the response on behalf of the designated subcontractor(s) and the qualifications/citations of the subcontractor/partner can be included in the response and will be evaluated as part of the Prime's response.</p>	<p>Yes, Canada confirms that as per amendment #1 question 3, when working with a partner the Prime will provide the response on behalf of the designated subcontractor(s) and the qualifications/citations of the subcontractor/partner can be included in the response and will be evaluated as part of the Prime's response.</p>
48	<p>RFP page 73, Mandatory Criteria for the key resources.</p> <p>The mandatory criteria for the key resources calls for the resources to to have 10+ years of experience related to a TBIPS resource category. For example, ITSM Transformation Lead : B7 business transformation architect. Is the Crown expecting bidders to demonstrate that the resource has 10+ years as a BTA? Given that this is an SBIPS requirement , and that the requirement is to demonstrate experience relevant to the design, development and implementation of ITSM process improvements, which is addressed in the rated requirements, R2-5, will the Crown please consider removing the requirement to demonstrate experience against the TBIPS categories</p>	<p>The Crown has removed the requirements to be demonstrated experience against the TBIPS Categories.</p> <p>See attached version of RFP – including all amendments to date..</p>
50	<p>Page 22 – Section 6.1 – Mandatory at Bid Closing Security Requirements – item a – (i) states: "The Bidder must hold a valid organization security clearance as indicated in Part 7 – Resulting Contract Clauses." Section 7.4 Security Requirements does not indicate the Facility Security</p>	<p>The RFP states on page 25 - The Facility Security Clearance level is Reliability</p>

	Clearance level required by Bidders. Can SSC please provide the Facility Security Clearance level attached to this requirement?	
51	Page 20 – Section 5.2 – Mandatory Certifications Required with the Bid at Bid Closing provides a note to Bidders to provide their status under the program but does not state which program. Can SSC please provide the certification attached to this note.	Please see Annex F of the RFP
52	Page 33 – Section 7.19 – Government Property (i) states: "Canada agrees to supply the Contractor with the items listed below (the "Government Property)" however there are no items listed. Can SCC please provide the list of items.	Canada agrees to supply the Contractor with the items listed below (the "Government Property): - A workstation on SSC premises with access to SSC's network.
54	Page 72 – Annex B: The RFP requests firm all-inclusive price for work performed under this contract. This is followed by Professional Services requesting firm per diem rates. a) Could the crown clarify if this is for firm all-inclusive price (fixed price) or time and materials (per diem) services? b) If firm all-inclusive price what is the sign-off process for changes throughout the contract?	This is to confirm that it is both a firm fixed all inclusive price and time and materials. As per Annex B The Crown is requesting a firm fixed all inclusive price for the 4 initial deliverables. 1. Implementation Plan 2. Organizational Change Management Strategy 3. Project Management Function – Activity Plan 4. CMDB Strategy The Crown is also asking for Firm Per Diem rates as time and material for services to be called up through a task authorization as per section 7.2 Task authorization and Annex G task authorization Procedures. The Sign off process for changes are through the Task authorization process
56	This is a large, complex RFP with many detailed mandatory and rated requirements to address, including extensive corporate documentation and resource qualifications to prepare for 7 resources. The CD provided to bidders also includes more than 40 documents with intricate details to be reviewed and considered by bidders in the development of various plans that need to be submitted with our proposal. Currently there is not enough time for bidders to complete their proposals with the level of detail and the quality required by SSC. Please provide a 3-week extension from the current closing date of June 9 to June 30th, 2017 to provide a more realistic deadline for this level of proposal.	SSC has granted an extension until June 23, 2017. All enquiries must be submitted in writing to the Contracting Authority no later than June 12, 2017 @2:00pm Enquiries received after that time may not be answered.
57	Rated requirement R2-5 (Key Resources, page 85 of 105) has up to 8 points available (per resource) for 15 or more years of ITSM experience within the last 20 years. Please confirm that our assumptions are correct:	Points are awarded to each of the key resources based on 1) experience performing tasks related to their job function as well as 2) experience working in an ITSM environment. For example; the senior project manager could

		achieve a maximum of 12 points for job related experience (6 points for 10+ years of experience performing the 2 tasks identified) and achieve a maximum of 8 points (15+ years of experience in a large ITSM projects) for a maximum combined total of 20 points.
58	in the past 20 years” means in the past 20 years prior to the issuance date of this solicitation (May 2, 2017) – as of May 3rd 1997. Can you please confirm? A firm date is required to establish the past 20 years cut off date so this cut off date does not change which would result in all resources’ experience having to be re-evaluated against a new date.	This is to confirm that the requirement for 20 years of previous experience is prior to the date of issuance of this solicitation, e.g. May 3, 1997 -May 2, 2017.
59	The definition of a “large project“ states that the project is “...greater than a six month planned implantation...”. It is our understanding that this requirement is appropriately intended to prefer proposed resources who have experience on large ITSM projects similar to the subject SSC requirement for ITSM process maturity. Given this, can you please confirm that the “greater than a six month planned implementation” requirement is referring to the length of the project itself, not necessarily the duration of the resources’ LOE on the project?	Correct. A large project is identified as one that is greater than 6 months in duration and with a project cost greater than \$5,000,000. The Level of Effort for each resource is based on the total duration that the resource has spent working in these projects (measured in months).
61	Regards to reference to ‘Lean’ processes (page 40): We assume SSC is not referring to any specific Lean Framework (e.g. 6 Sigma) but is rather referring to a ‘streamlined/basic’ process. Please confirm our assumption is correct.	Correct. In this context "Lean" is not referring to a specific Lean Framework but is referring to a streamlined/basic process implemented using the ITSM tool with all OCM and Process activities completed.
62	Regards to Stakeholder Analysis document: Is it expected that the contractor will engage directly with SSC's clients /Partner Department? If yes, how many clients/partners?	<p>There is no expectation that the Bidder will engage directly with SSC’s clients and Partners. SSC expects to leverage existing mechanisms for engagement and communication to engage clients and partners as required, including for example:</p> <ul style="list-style-type: none"> • Briefings at GC CIO committees (CIO Council and CIO Forum) • Communications with SSC Account Management Teams to inform updates to customers • Inter-departmental GC ITSM Working Group • Inter-departmental Incident Management Community of Practice • Inter-departmental Service Desk Forum <p>Should the proposed OCM Strategy include direct engagement with clients / partners, the explanation for this approach should also be provided.</p>

63	<p>Regards to ITSM Process Scope, page 40-41 of the RFP: Given that there is no current tool that has been selected and there could be significant delay in obtaining the tool, we assume that the deadlines provided for each package and process level is an estimated timeline only, and it does not represent firm expectations of timelines starting from contract awarded. Can you please confirm our assumption is correct?</p>	<p>Any delay to process completion based on a delay of the ITSM tool is addressed in Annex A, section 3.1.2 as follows: "Process completion timeframes identified in Table 1 are based on having the SSC ITSM technology solution (reference section 3.1.3 Technology Integration Scope) in place within 3 months of the Contractor commencing process development work (process development initiation to be determined by SSC). Completion timeframes will be adjusted accordingly based on the number of months the SSC ITSM Technology Solution is potentially delayed". For example if the SSC ITSM tool is available six months after the start-up of the ITSM Process Maturity Solution contract than all timeframes identified in table 1 will be extended by an additional 3 months (the initial 3 months of the contract to be used for non- ITSM tool related process activities and the additional 3 months, due to the delay, for ITSM tool related process activities).</p>
74	<p>Key Resources R2-5</p> <p>Considering the dynamic nature of the industry with customer contacts retiring, we propose accepting 3rd party professional certification such as ITIL V2 Service Management from itSMF, or CGEIT (Certified in Governance of Enterprise IT) that are dated back to 10+ years ago to be used as evidence for minimum 5 years experience in IT Service Management as the certification processes have included rigorous reference check and interviews with respect to the required experience.</p> <p>Please confirm it is acceptable to provide 10+ project experience and professional certifications that were issued more than 10 years ago to substantiate 15+ experience..</p>	<p>Canada will retain the "Key Resources R2-5" requirement as stated and not modify based on accepting 3rd party professional certification to be used as evidence of experience. Having certification doesn't necessarily guarantee experience working in an ITSM environment/ project. Resumes provided should demonstrate the experience of the individual resources proposed.</p>
75	<p>Past Experience and Performance R1-2, R1-3, R 1-4</p> <p>Considering the dynamic nature of the industry with changing customer organizations acquisitions, mergers and constant move of contact points, and in alignment with the RFP statement in paragraph 3.1.2, page 43:" The criteria to be met for each process is based on the International Standard for Service Management (ISO 20000)", We propose 3rd party</p>	<p>Canada will retain the "Past Experience and Performance R1-2, R1-3, R 1-4" requirement as stated and not modify based on accepting 3rd party certification to demonstrate the requirement. The references provided in R1-1 and Customer Reference Check included in R1-5</p>

	certification of organizations having successfully achieved ISO 20000 certification and subsequent surveillance audits to be accepted as evidence for past experience in implementation of ITSM processes and Service Management Systems (nature) which can be verified by the registered certification or 3rd party independent auditor (for size and scope) .	will validate past experience (R1-2, R1-3, and R1-4) and also the performance of the Bidder in delivering the solution (i.e. timeliness, issue resolution, customer satisfaction, etc.).
76	This is an important procurement for the Government of Canada. SSC has put together an excellent proposal, and our team will require additional time in order to produce a response that addresses the rated requirements and SOW with the proper level of detail. Can SSC provide an extension to June 30th?	SSC has granted an extension until June 23, 2017. All enquiries must be submitted in writing to the Contracting Authority no later than June 12, 2017 @2:00pm Enquiries received after that time may not be answered.
77	R1-4 awards extra points for "... having implemented the Solution in both ServiceNow and BMC Remedy ITSM tool environments – tool environments recognized as leaders in Gartner's 'Magic Quadrant for IT Service Support Management Tools' ..." The Gartner "Magic Quadrant for IT Service Support Management Tools" cited in the RFP states the following on page 14 in the context section: "Organizations should not base choice of vendor solely on its proximity to the Leaders quadrant. IT leaders must create a list of criteria that describes their needs, and select vendors that best meet those requirements (see "Redesign Your ITSSM Tool RFP Process for Better Results"). The best vendor will meet the organization's requirements and provide integration with broader IT operations management capabilities (see "ITSSM Tool Selections Require an ITSM and ITOM Tooling Strategy")." Given the ITSM technology solution is yet to be competitively tendered, Gartner's own advice and, most importantly, in the interest of providing the best possible value to Canada, will Canada modify R1-4 so that all vendors in Gartner's Magic Quadrant are given equal consideration versus limiting it to only two vendors?	Canada will not change the rating criteria for prior experience in delivering the technical solution. SSC intends to develop an ITSM Solution based on an industry leading ITSM tool because the functionality these tools offer matches what SSC requires. Accordingly, the evaluation for this RFP provides more points for bidder with experience implementing these industry leading tools. However, this does not disqualify bidders with experience with other tools.
80	SSC's success in realizing the benefits associated with the ITSM Process Maturity Solution is predicated on People, Process and Technology. Providing Firm qualifications, approaches and methods can effectively be accomplished through the submission of a proposal. However, this is much more challenging with People. SSC needs to identify and associate themselves with a team that they will want to work with for the 5-year period of this initiative; a team they can be successful with for the next 5-years. Simply asking for resumes of Key Resources, and evaluating this team on paper presents significant risk to SSC and to the success of their ITSM program. Assessing the "right" team for SSC can only be done through the physical introduction of, and dialogue with the team being proposed.	No, SSC will not be including a mandatory oral presentation component to the bid evaluation.

	Will SSC include a mandatory Oral presentation component to the bid evaluation that will be considered as part of the technical score to ensure that SSC is successful in realizing the benefits associated with the ITSM Process Maturity Solution?	
91	Would SSC consider calling and evaluating all three of the references.	At the discretion of Canada, all three references may be contacted.
103	Given the scope and complexity of this RFP, we hereby request that the bid close date be extended to June 30, 2017.	SSC has granted an extension until June 23, 2017. All enquiries must be submitted in writing to the Contracting Authority no later than June 12, 2017@2:00pm Enquiries received after that time may not be answered.
106	Close Date June 9 2017. There are a number of Questions outstanding and the answers to these questions will directly affect we request an extension until June 30th	SSC has granted an extension until June 23, 2017. All enquiries must be submitted in writing to the Contracting Authority no later than June 12, 2017@2:00pm Enquiries received after that time may not be answered.
107	Given the extensive level of effort required to submit a well-developed response, that meets the detail required in responding to this RFP, would the crown consider extending the solicitation closing date to June 23rd, 2017?	SSC has granted an extension until June 23, 2017. All enquiries must be submitted in writing to the Contracting Authority no later than June 12, 2017@2:00pm Enquiries received after that time may not be answered.
108	We respectfully request that Canada grants a two week extension to the current June 9th closing date of the RFP. There are outstanding questions which will impact the RFP response.	SSC has granted an extension until June 23, 2017. All enquiries must be submitted in writing to the Contracting Authority no later than June 12, 2017@2:00pm Enquiries received after that time may not be answered.