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

REQUEST FOR PROPOSAL
  AMENDMENT #5

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
Ottawa, ON   K1G 4A8

Page 1 of 10

Title – Sujet		
SBIPS – ITSM Process Maturity Solution		
Solicitation No. – N° de l'invitation	**Date**	
10052799	06-Jun-2017	
Amendment	7	
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	**SBIPS SUPPLY ARRANGEMENT**	
10052799	EN537-05IT01.	

Solicitation Closes – L'invitation prend fin	**Time Zone Fuseau horaire**
at – à 2 :00 PM **on – le 23-June-2017**	Daylight Saving Time DST

F.O.B. - F.A.B.
Plant-Usine: ☐   **Destination:** ☑   **Other-Autre:** ☐

Address Inquiries to : - Adresser toutes questions à:	**Buyer Id – Id de l'acheteur** **C09**
Julie Bampton	
Telephone No. – N° de téléphone :	**FAX No. – N° de FAX**
613-790-5915	

Destination – of Goods, Services, and Construction:
Destination – des biens, services et construction :
See Herein

Delivery required - Livraison exigée	Delivered Offered – Livraison proposée
See Herein	
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**	

QUESTION #	QUESTION	ANSWER
49	Page 73 - Security Clearance states: "The Bidder will be evaluated with respect to the mandatory security clearance requirements. These requirements apply at the time of contract award. If SSC is ready to award the contract, but has not yet received these documents from the Bidder, SSC will provide the Bidder with 5 working days to submit the outstanding documents. After that time, whether or not to delay the award is entirely within the discretion of SSC." a) Can the Crown please confirm the referenced mandatory security clearance requirements are one pages 22 (Part 6) and 25 (Section 7.4) of the RPF? b) Can the Crown please clarify what documentation Bidders are required to provide in order to meet this requirement at bid submission?	a) Please see the response to Q&A Question #1 b) Bidders must provide a FSC Clearance number and the Facility clearance file # and Expiry date of each Key Resource
71	Annex A - Statement of Work Attachment C-1, R1-2 Page 77 Prior Experience in Delivering Proposed Solution – Scope (Scale) Can SSC please confirm the SCALE scoring criteria of "IT staff using ITSM processes/ ITSM tool to support over 250k, 100k, or 25k end users" and the driver for selecting this criteria? Typically, the number of end-users is not a criteria in impacting how ITSM processes are designed/engineered. However, this would be a valid criteria the ITSM Technology Solution or a Service Desk Solution. For the ITSM Process Maturity Solution a more relevant criteria might be the total numbers of processes being designed and implemented, the number of interfaces with other tools, or the number of IT delivery units being integrated into the processes.	The rationale and criteria for assessing the bidder's prior experience is based on evaluating the bidder's capability to implement a complete solution for an organization the size and complexity of the Govt of Canada. The rated project criteria include; (R1-2 scale) - the magnitude/size of the bidder's customer reference projects ; (R1-3/nature) - the breadth of the customer reference projects to include processes identified in the Statement of Work; and (R1-4/ Technology Integration - the automation demonstrated in the customer reference projects using leading edge ITSM tools.
78	R2-1, R2-2, R2-3, R2-4 asks bidders to submit a preliminary/draft Implementation Plan, OCM Strategy, Activity Plan and CMDB Strategy. The points being awarded to these deliverables are focused on receiving "a clear, complete and relevant" document. The effectiveness of what is contained in each plan/strategy in allowing SSC to realize its desired benefits and objectives (an ITSM Process Maturity Assessment) appears not to be a concern. Understanding the preliminary/draft plans/strategies is secondary to a Firms ability to demonstrate that their approach to executing the submitted plan/strategy is effective in realizing an ITSM Process Maturity Solution and provides value to SSC. Will SSC consider awarding points to those submissions that demonstrate and articulate the effectiveness and value a given plan/strategy brings to SSC in context of realizing an ITSM Process Maturity Solution?	SSC will not award "additional points" to those submissions that demonstrate and articulate the effectiveness and value a given plan/strategy brings to SSC. The terms "complete" and "relevant" (defined below) are intended to address "effectiveness and value". Points will be awarded based on how clear, complete and relevant the response is to SSC in the context of realizing an effective ITSM Process Maturity Solution and providing the additional detail will help substantiate this. Complete: the response should address all aspects being evaluated and relate them to the Statement of Work. The response should include references to Bidder material, such

		as user guides, process manuals, certifications, etc. to support the response, as appropriate to the specific evaluation.
		Relevant: The response to each criterion needs to be specific to that criterion, rather than being a general response. In order to receive maximum points, the Bidder must refrain from adding "superfluous" text not related to the specific evaluation criterion. To receive a maximum points, the response must be relevant to the implementation and operation of an ITSM Process Maturity Solution that satisfies Annex A.
81	Section 3.2.2 Contractor Resources states "The Contractor's professional services team structure must consider the right mix of skills sets and roles to enable project delivery, promote accountability and deliver an effective solution for SSC. A critical success factor of this project will be ensuring resources are fully dedicated to the project including a long term commitment of the project executive/ management team. The Contractor's key resources will form part of the evaluation criteria for this Statement of Work and will include the following role classifications and responsibilities based on the TBIPS Requirements for Services" Will SSC confirm that the Contractor's professional services team structure can consider skill sets, roles, responsibilities and resources outside of the role classifications detailed in section 3.2.2? As well, can SSC comment on how they would like to address the rates associated with those skill sets and roles not covered by the existing key-resources.	Please see response to question #48.
82	- With respect the IT Service Management experience requirement for the Senior OCM manager, will the Crown accept experience on large business transformation projects in place of experience on large IT Service Management projects? SSC is embarking on a significant business transformation in implementing the "SSC ITSM Process Maturity Solution". Experience in managing change on large business transformation projects will be beneficial to the Crown.	Yes, for the Senior OCM Manager and as well as the Training Specialist positions, Canada will accept experience on large business transformation projects in lieu of experience on large IT Service Management projects, and will modify the evaluation criteria accordingly.
86	R2-5 Key Resources states The Bidder must provide a résumé for the following resources proposed for the implementation and operation of the ITSM Process Maturity Solution as defined in Annex A, Section 3.2.2: a) Senior project manager; b) ITSM transformation lead c) Senior OCM manager; d) ITSM systems analyst e) ITSM process re-engineering consultant f) ITSM IM architect, and g) Training specialist,	If a resource presented has experience performing the tasks on projects that run in parallel or overlap, the time spent by the resource during the two projects are both counted toward the years of experience but Canada will not allow duplication of a resource's time. For example if a resource has worked on Project A from January 1 to December 31 (12 months) in a

	For each résumé, Bidders must provide the following information: 1. Name, Role, and Responsibility in performing the Work if the Bidder is awarded the contract (including referencing their role and responsibilities defined in the Contractor Resource section of the Annex A; 2. Education and certifications; and 3. Relevant experience in the past 20 years only. Each resource' résumé will be evaluated separately and scored based upon Role experience and IT Service Management experience Role experience is evaluated as follows: • 6 points (per task) – 10+ years' experience performing the tasks identified below for the respective role • 3 points (per task) – 5+ years' experience performing the tasks identified below for the respective role. • 1 point (per task) – 2+ years' experience performing the tasks identified below for the respective role. • 0 points – Less than 2 years' performing the tasks identified below for the respective role Question 1a) Please clarify, if a resource presented has experience performing the tasks on projects that run in parallel or overlap, that the duration of the two projects are both counted toward the years of experience. Will SSC provide examples that illustrates what SSC will deem as acceptable and as unacceptable?	calendar year and worked on Project B from June 1 in that calendar year until May 31 in the following calendar year (12 months), the resource will only be allowed to claim (17 months) from Jan 1 in one calendar year until May 31 in the following calendar year.
87	IT Service Management Experience is evaluated as follows: • 8 points – 15+ years' experience on large IT Service Management projects in the past 20 years • 4 points – 10+ years' experience on large IT Service Management projects in the past 20 years • 2 points – 5+ years' experience on large IT Service Management projects in the past 20 years • 1 point – 2+ years' experience on large IT Service Management projects in the past 20 years • 0 points – less than 2 years' experience on large IT Service Management projects in the past 20 years * A large project is defined to be greater than a six month planned implementation and $5,000,000 project implementation cost. Question 1b) It is unlikely that all the resources presented will have worked on large scale projects for 15 years, generally	The requirement will remain as stated in the evaluation criteria. This is a rated criteria and does not disqualify bidders from obtaining points based on experience. For example the resource could still get 4 points if they have 10+ years of experience, 2 points for 5+ years of experience and 1 point for 2+ years of experience.

	there is a mix in size of projects resources will work as well as the type of projects individuals work beyond IT Service Management but equally complex. It is doubtful bidders will be able to provide the resource requirements being evaluated making this rated requirement unattainable. It is requested that in order to receive maximum points the evaluation be amended to reduce the years of experience to 5 years to allow bidders to present qualified resources. It is also suggested to expand the evaluation to include resources that have demonstrated 10 years of operational IT Service Management experience.	
88	Question 2a: R1-5 Customer Reference Check, Question 2 states "Please confirm when the Bidder began to provide the service of an ITSM Process Maturity Solution (Canada will identify the proposed ITSM Process Maturity Solution to confirm the same solution is being used) to you and the current status of the service (e.g., whether the service is still in implementing, in operations on an on-going basis, or is no longer being provided)". It also states that the bidder will be awarded "2 points for both the commencement and end date. "Ongoing" or "Active" is considered an acceptable end date and any date before July 2015 is considered an acceptable start date". Participating in a reference check takes time from our client's busy days. Questions asked of them should be meaningful, purposeful and provide evidence that the respondent is indeed experienced and capable of delivering the requested services. Start and end dates can be provided in a respondent's submission and can be validated during the reference check. If the start and end dates reported in a respondent's submission proves to be false, the respondent should be deemed as noncompliant, rather than receiving 2 less points than a respondent whose information proves to be correct. Will SSC remove this question from the scoring?	The requirement will remain as stated in the evaluation criteria. The dates that the reference provides for start and end dates can be different than what the respondent has stated for their participation in the project. Regardless of a discrepancy in project timeframes this should not disqualify the respondent but could impact the reference's response to the remainder of the questions in this section (e.g. if the solution is no longer being used or if the reference was not satisfied with the results) . We chose to award points based on the responses of the references as opposed to disqualify based on this rated criteria.
92	Can the Crown please confirm that a Certified Management Consultant Certification would be accepted for the Senior OCM manager, as it is a recognized professional Certification related to Organizational Change Management. Change Management is included as a key competency area within the Certified Management Consultants program. Acknowledging the importance of organizational change management (OCM) to an organizations successful achievement of their business objectives, OCM is a key component throughout the consulting process. This competency area focuses on skills such as assessing a business' situation, challenges, and opportunities and developing change management strategies, assessing and implementing stakeholder engagement initiatives, and developing and aligning communications to support the organization throughout the implementation of their initiative.	No, a Certified Management Consultant Certification would not be accepted as an organizational change management certification. The OCM Manager must have an organizational change management certification.
93	Attachment C.1, R1-1, "All 3 project references must provide the required item of information to get value for that item."	As indicated in answer #85, at the time of bid submission the bidder

	SSC is requesting project references from large global organizations with strict policies around the provision of references. For example, we are not allowed to provide company name or contact information unless we are shortlisted. Can SSC allow Bidders to score full points even if the following Attachment C-2 Information can only be provided after bid submission upon request by SSC: Name of the Customer Organization, Name of Contact Person, Telephone or email address, Backup contact information. All other information that describes the project reference can be provided at time of submission.	may indicate on Attachment C that certain information items, listed below, will be provided to SSC upon request. Therefore, this confirms that the bidder will still be able to receive full points for these information items. The information items are: the Name of the Customer Organization, Name of Contact Person, Telephone or email address, and Backup contact information.
94	Attachment C.1, R1-1, "Up to 7 points will be allocated based on the combined score for the 3 customer reference projects." Please confirm that if one information requirement in Attachment C-2 cannot be provided for 1 of the 3 references, the Bidder will get a score of 0 for that information requirement. (eg. if we cannot provide Name of Contact Person for 1 reference, we do not get any points for providing the Name of Contact Person for the other 2 references.)	This is to confirm that for R1.1 points are awarded only if the information item is provided for all three references. If the information item is only provided for one or for two references, no points are awarded.
95	Attachment C.1, R1-2, R1-3, R1-4. If a Bidder provides Managed Services (Data Center, Application Support, Network Management, e-Mail…) to an organization, and ITSM processes, procedures, technology, governance, and integration with the client's processes/tools had to be established in order to provide that Managed Service. Would such a project reference be considered at all similar to the SSC ITSM Process Maturity Solution? Also, would such a project reference be considered non-compliant because it would be considered as an internal project deployed by the Bidder for its own staff to deliver the Managed Services?	For requirements R1-2, R1-3, and R1-4, SSC will only consider projects performed on behalf of external clients for the development of the client's ITSM Process Maturity solution. Integration of the bidder's ITSM process/ tools with a client's ITSM process and tools to deliver a managed service (e.g. Data Center, Application Support, Network Management, e-Mail…) would not be considered similar to the SSC ITSM Process Maturity Solution. If the managed service was for an ITSM solution (tool and processes) and based on the client's requirements then it would be considered similar to the ITSM Process Maturity Solution. The primary focus of all references should be in delivering an ITSM Process Maturity Solution based on client requirements and not on development of the client's services using a standard out of the box ITSM solution (tools and processes).
97	Timeframes for implementing and maturing the processes are identified in Table 1 in section 3.1.2, "ITSM Processes Scope". To make sure we understand the meaning of those timeframes, please clarify the following: For Release A, Lean Processes are to be in place in 6 months. Does that 6-month period start at the beginning of the Solution Setup phase, after the completion of the Setup phase or after some other point in time?	The timeframe provided in Table 1 begin from contract award. Therefore, for Release Package A, lean processes must be in place within 6 months of contract award. Lean processes for those listed in Release Package B and Release Package C must be in place within 9 months and 12 months, respectively, of contract award. Mature processes are required to be in place for all

	For Release A, Mature Processes are to be in place within 30 months. Please indicate when that 30-month period is to begin (e.g., after the Lean Processes are in place?).

Similarly, for Releases B and C please indicate when the 9-month, 12-month and-30 month periods identified in Table 1 are to begin. For example, does the 9 months identified for the Lean Processes for Release B begin after the 6 months identified for the Lean Processes for Release A?. | release packages within 30 months of contract award. |
| 98 | The scope of the Solution Setup phase is summarized in Section 3.1.1, "Solution Setup and Solution Closeout Scopes". As indicated therein, the scope for Solution Setup includes the delivery of certain essential information, namely the implementation plan, activity plan, and organizational change management strategy/plan. These seem to correspond with the following deliverables identified in section 3.3, "SSC ITSM Process Maturity Solution Deliverables":
• #4 Implementation Plan
• #5 Activity Plan
• #16 OCM Strategy and Plan
Please indicate what other deliverables, if any, are due during the Solution Setup phase. | The full list of deliverables required during the solution setup phase is described on pages 50 and 51 (and was also provided in answer#64). This includes the named documents: the Implementation Plan, the Activity Plan, and the OCM Strategy and Plan. |
| 101 | On page 10 of the RFP, we are asked to deliver a "CMDB Strategy plan". In the remainder of the document, it is referred to as a "CMDB Strategy".

(i) CMDB Strategy: The Bidder should include a proposed draft CMDB Strategy plan, which demonstrates that the Bidder's proposed CMDB Strategy meets all the rated requirements for strategy described in this RFP.

Please clarify if SSC is asking for a CMDB Plan or a CMDB Strategy. | The two terms are identical. For greater clarity, the RFP will be amended to change all references of "CMDB Strategy plan" to "CMDB Strategy". The description is provided on page 42: "CMDB strategy identifying the end state design (breadth, depth, details); which CI's to collect (including but not limited to infrastructure and business), the current gaps, and an approach for capturing the required data to achieve an optimally loaded and functional CMDB". More detail on what is expected in a CMDB strategy is provided in R2-4 for the Draft CMDB Strategy |
| 104 | Annex A - Statement of Work   Section 1.2 Summary
Section 2.1 Situation Overview
Section 2.3 Objectives
Pages 5,36,38

(b) It is intended to result in the award of one (1) contract from contract award and ending 60 months later.

With the complexity and potential challenges associated with delivering on this goal, SSC wishes to engage a highly experienced and knowledgeable professional services solution contractor to collaborate, plan, manage and deliver a fully integrated set of ITSM processes, backed by an organizational structure to support these processes, within SSC.

• Increased Employee engagement through establishment of | The following highlights the project scope completion timelines over the life of the contract:

• Solution setup phase – 3 months from contract award.
• Process design, development and implementation phase including OCM activities – 30 months from contract award. The 30 months will be extended based on any delay to ITSM tool selection. All processes will be modified/extended by 3 months from the date of ITSM tool determination.
• Additional process improvement and OCM activities phase – 3 months immediately following process design, development and |

	a SSC service management organizational and governance structure that proactively manages service delivery. Our understanding is the contract is 60 months in duration, and the process design, development and implementation occurs by month 30, leaving 30 months left in the contract for support and improvement of the processes and ongoing OCM. Based on the states in the RFP, our assumptions regading ongoing support are as follows: • The remaining 30 months are limited to providing overall ITSM governance support for the processes, process improvements on an annual basis (minimum), continued OCM thru the life of the contract, updated training and documentation content based on any process changes, and general maintenance of the processes, KPIs/metrics, portal interface, etc. • The remaining 30 months does not include any direct ITSM operational support for supporting end-users (for incidents, problems, changes, etc.), nor includes execution of operational reporting, or any operational support beyond process maintenance. • ITSM Operational support (for incidents, problems, changes, etc.) will continue to be provided by SSC IT personnel throughout the contract. Can SSC please clearly define the scope of support SSC is expecting beyond the initial 30 month implementation period to achieve mature processes and can SSC respond to our assumptions above by confirming and/or clarifying expectations for ongoing support for the contract.	implementation phase. This is not intended to extend Bidder's timeframe for completion of process implementation or OCM activities and is solely at SSC's discretion. • Project closeout phase – 3 months from completion of additional process improvement and OCM activities phase. • Above totals 36 months. - Remainder of 60 month contract (up to 24 months) – to be used as task call ups against process improvement, OCM, or optional processes. The following statements are correct as stated in the Bidder's question (although the timeframes relate to the final 24 months (2 years of the contract) and may be further reduced based on delay to the ITSM technology solution: • The remaining 30 months are limited to providing overall ITSM governance support for the processes, process improvements on an annual basis (minimum), continued OCM thru the life of the contract, updated training and documentation content based on any process changes, and general maintenance of the processes, KPIs/metrics, portal interface, etc. • The remaining 30 months does not include any direct ITSM operational support for supporting end-users (for incidents, problems, changes, etc.), nor includes execution of operational reporting, or any operational support beyond process maintenance. • ITSM Operational support (for incidents, problems, changes, etc.) will continue to be provided by SSC IT personnel throughout the contract.
109	Page 10 – item (viii) - Customer Reference Contact Information states: " The Bidder must provide customer references who must confirm, when requested by Canada, the facts identified in the Bidder's proposal." Can SCC please confirm the only customer references required at bid submission are the 3 identified under the Past Experience requirements R1-1 to R1-5 and that Bidders are not required to provide client contact information for projects used to substantiate a resource's experience.	This is to confirm that at bid submission bidders are not required to provide client contact information to support evaluation criteria R2-5, key resources. Bidders are required to provide client contact information using Attachment C to support evaluation criteria R1-1 through R1-5.
111	Page 64, "If the ITSM technology solution is delayed, SSC will not require process implementation included as part of	If there is a misspecification in either the ITSM Process Maturity Solution or the ITSM technology solution,

	the acceptance criteria but the Contractor will have to remedy any deficiencies limiting process effectiveness once the ITSM technology solution is in place." The Contractor will not be able to scope and estimate effort level and pricing for process implementation until the ITSM technology solution is known. Please confirm that changes required due to tool specific requirements would not be considered "deficiencies" and would be addressed through a task authorization.	resulting in incompatible solutions, changes to the ITSM Process Maturity Solution to resolve this incompatibility would not be considered "deficiencies". However, SSC will be procuring an industry leading ITSM technology solution. If the ITSM Process Maturity Solution is designed in such a way that is cannot be implemented with an industry leading ITSM technology solution, this would be considered a "deficiency".
114	Page 64, Section 5.2 Process of Acceptance. The review and acceptance process is to identify "deficiencies" with the deliverables. New information or changes in direction introduced during the Review and Acceptance Process should be addressed using the Change Order process. Can SSC please confirm that the SSC ITSM Process Maturity Solution Authority cannot withhold acceptance if changes are required due to new input or changes in direction from reviewing stakeholders?	Canada confirms that the SSC ITSM Process Maturity Solution Authority will not withhold acceptance if changes are required due to new input or changes in direction from reviewing stakeholders. Canada will work with the contractor to modify the date for approval based on the new input or change in direction.
116	Page 66, Section 6.0 Process Maturity Final Evaluation Criteria. Can SSC confirm that these criteria do not need to be met prior to the deployment of the processes in the selected ITSM technology solution?	This is to confirm that the evaluation criteria provided in section 6.0 will be applied to the ITSM Process Maturity Solution only when the new processes are deployed along with the new ITSM technology solution.
117	Can SSC confirm that the ITSM Technology Solution will be based on a SaaS model, and not an on-premise, hosted solution, or managed service model?	SSC cannot confirm this at this time.
119	Page 42, Section 3.1.2, SSC states: "The initial release/ release package for each of the 10 ITSM processes are to contain "lean" processes required to be production ready within 12 months of contract award, based on Table 1 – Process Priority Release Schedule above, and implemented using SSC's ITSM technology solution." a) Does SSC want the Contractor to have all 10 "lean" processes designed, configured in the ITSM technology solution, and signed off by SSC within 12 months of contract award? b) Can SSC confirm that the solution needs to be production ready in 12 months, but it does not need to have been deployed or rolled out to any stakeholders within those first 12 months? c) Can SSC confirm that training and all OCM communications do not need to be completed within the first 12 months.	Barring any delays to the ITSM Tool Selection: A. Correct. The lean processes for all ITSM processes that make up Release Packages A, B, and, C must be designed, configured in the ITSM technology solution and validated and accepted by SSC within 12 months of contract award, B. Incorrect. Within 12 months of contract award, the lean processes must be deployed to all stakeholders currently using SSC's existing enterprise tools and processes. C. Incorrect. Within 12 months of contact award, the vendor must have completed the training and OCM activities necessary for user adoption of the new, lean ITSM processes.
121	Do the Implementation Plan (R2-1) and Activity Plan (R2-3) to be submitted as part of the proposal need to address deployment of Lean Processes, Process Improvement, and Mature Processes?	Correct; the Implementation Plan (R2-1) and Activity Plan (R2-3) provided at bid submission must address deployment of Lean Processes, Process Improvement and Mature Processes.

126	on page 9, Section 3.2A (iii), (Substantiation of Technical Compliance Form the government states "The technical bid must substantiate the compliance of the Bidder and its proposed solution with the specific articles of Annex A (Statement of Work) identified in the Substantiation of Technical Compliance Form, which is the requested format for providing the substantiation". Can the Government please provide the referenced form (Substantiation of Technical Compliance Form) as well as guidance on how to complete it?	Please see answer #28.
127	Annex A - Statement of Work PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS Page 22 (i) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses; Can SSC please clarify if any key or non-key resources can be located remotely or are required to be located on-site for the duration of the contract?	SSC will be flexible in terms of allowing key and non-key resources to work remotely or on-site. Certain activities will require the presence of key resources on-site, at the discretion of SSC.