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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

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Title – Sujet		
SBIPS – ITSM Process Maturity Solution		
Solicitation No. – N° de l'invitation	**Date**	
10052799	07-Jun-2017	
Amendment	8	
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**
at – à 2 :00 PM **on – le 23-June-2017**	**Fuseau horaire** Daylight Saving Time DST

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

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**

QUESTION #	QUESTION	ANSWER
67	Annex A - Statement of Work Section 3.2.2 Page47 Contractor Resources This section refers to "Manage several Contractor Project Managers, each responsible for an element of the project and its associated project team". Can you disclose what Contractors and which portions of the project they will be responsible for?	"Manage several Contractor Project Managers, each responsible for an element of the Project and its associate project team" is intended for the Bidder and their project team. The Bidder's "Senior Project Manager" is responsible for managing their own resources (e.g. additional project/ process/ service managers, etc.) required to deliver on the deliverables. The Bidder's "Senior Project Manager" resource will be SSC's sole point of contact for any project management issues or questions.
73	Past Experience and Performance (R1-1 to R1-5 References) Canada has allowed qualified vendors to partner to collectively deliver SSC requirements. We propose allowing multiple reference projects that collectively meet SSC's desired rating. For example: Project 1 can substantiate experience with matching Scope (Nature), similar work, requested in Annex A, 8 out of 14 processes Project 2 can substantiate 6 additional processes out of the 14 processes in Annex A, applicable to a client organization that was already at a higher level with initial set of ITSM processes project 3 can substantiate experience of technology integration with ServiceNow Project 4 can substantiate experience of technology integration with BMC remedy Project 5 can substantiate experience of ITSM process as technology integrations to support 250K end users Project 6 can substantiate experience with large organizations, achieving standardization and process maturity With above consideration, we propose allowing more than 3 customer references for all projects that can collectively substantiate all of SSC's mandatory and rated criteria.	Canada will retain the "Past Experience and Performance (R1-1 to R1-5 References)" requirement as stated and not modify based on allowing multiple reference projects that "collectively" meet SSC's desired rating. Canada is looking to acquire the services of a solution provider that has substantial experience in delivering an ITSM solution (based on identified scope) to organization's similar in magnitude and complexity.
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	At this time SSC will not consider skills sets, roles, responsibilities and resources outside of the role classifications detailed in section 3.2.2. Upon Contract Award if additional resource categories not identified in the Contract are required it will be addressed by the following Contract Clause:

	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.	Additional Resource Categories Fixed all inclusive daily rates for Labour Categories not identified in Annex B and which are required for "as and when requested" Work to be performed in accordance with 7.2 Task Authorization of the Contract, will be negotiated as and when required by the Contracting Authority. The fixed all-inclusive daily rates must be fair and reasonable and the Contractor must demonstrate they are not in excess of the best price for similar type quality and quantity of work. Canada reserves the right to apply Contract Cost Principles 1031-2 and the PWGSC departmental Profit Policy in effect at the time. The fixed all-inclusive daily rates will only apply to the Task Authorization for which they were negotiated unless incorporated into the Contract through a formal Contract amendment issued by the Contracting Authority.
83	With respect to R 2-5 Key Resources, we request the Crown to remove the '$5,000,000 project implementation cost' requirement. The role experience required is 10+ years and ITSM experience is 15+ years to get the full score. With these 2 requirements, the Crown will have senior resources. The addition of the $5M project cost requirement is restrictive in that it limits the pool of resources to a select pool of national and global resources.	Canada will retain the requirement as stated but reduce the project implementation cost requirement from $5,000,000 to $2,000,000 and update the RFP evaluation criteria accordingly. Canada requests key resources that have experience working on large scale projects for customers of the scope and magnitude of the Government of Canada. As per the response to Question #1, only the Senior Project Manager and the ITSM Transformation Lead will require the necessary security clearances at contract award. Global resources can be utilized for the remaining 5 positions, with the requirements that they acquire the appropriate security clearances prior to contract commencement, and thus expand the pool of resources for the contract.
89	R1-5 Customer Reference Check, Question 3 states "please rate the performance of the Bidder's ITSM Process Maturity Solution as Excellent, Good, Acceptable or Unacceptable and provide any additional details to explain your rating". Any response to this question is subjective, as the definition of excellent, good, acceptable or unacceptable from one reference check to another will not be consistent. As well, it is doubtful that any respondent will provide a reference where the outcome will be less than stellar. Rather the focus of this	Canada will retain the rated criteria as stated; it gives the reference an opportunity to express their pleasure/ displeasure with the overall performance of the bidder's solution. The usability, stability and effectiveness of the solution are addressed in Q4 of R1-5.

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	question should be on the sustainability of the solution provided. Will SSC rephrase this question to read as follows and award points accordingly? Was the Firms solution sustainable; were the processes implemented effective and efficient in context of what they were intended/designed for? Would you hire this Firm again to provide you with an ITSM Process Maturity Solution?	
90	Amendment 3, Question 26 asks "in Amendment 1, Answer #3, SSC confirmed that vendors could partner with another SBIPS qualified vendor to respond to solicitation 10052799. Could SSC please confirm that the qualifications and experience from both vendors can be used to qualify under the requirements of the bid solicitation?" SSC's response to this question was "Confirmed – however, the designated prime will assume overall accountability for all deliverables of the bid response and be the central point of contact to Canada if the combined bid is successful at contract award". R1-5 Customer Reference Check, Question 4 states "please explain whether the ITSM Process Maturity Solution provided to you by the Bidder achieved your organization's expectations for the service. In particular, please confirm whether the service met your organization's expectations for usability, stability and effectiveness and provide examples of any instances in which the service did not meet your expectations". Partnering with a Firm/Vendor that may own the reference does not demonstrate the bidder's capabilities. Allowing this provides the Prime respondent the ability to create a false portfolio of capabilities; in essence, SSC is allowing Firms to buy points. Points should only be awarded if the "Bidder" is the prime and if the "Bidder" achieved/met the reference's expectations. SSC will put themselves at risk if they allow themselves to team with a Prime who has no direct experience with requirements and in turn this will put SSC's customers and leadership at risk. Will SSC adjust the scoring to award 4 points if services to the reference were directly provided by the Prime and the Solution met the client's expectations? As well, will SSC award 0 zero points if services to the reference were not provided directly by the Prime?	Canada will retain the rated criteria as stated. The prime is accountable for the overall performance of the bid. Partnering with a Firm/Vendor that may own the reference can be used to demonstrate the capabilities available to the bidder/ bid response.
102	The Crown defines a large ITSM project as being longer than 6 months in duration and having a project value of $5M+. The duration and project value do not appear to be consistent as very few projects with a duration of 6 months would have a spend of $5M+. Also, to achieve maximum points on ITSM	See response to question #83. The $5,000,000 project implementation cost has been reduced to $2,000,000. The role experience requirement remains as stated.

	project experience, resources must show 15+ years of experience in the last 20 years having worked on 'large' ITSM projects. Considering inflation effects over the past 20 years, a project in 1997 that was $3.46M would be the equivalent to a $5M project in 2017 (supporting data available upon request). Would the Crown therefore consider reducing the definition of a 'large' project to $4M in order to account for these inflationary effects over the past 20 years, and the fact that very few projects with a duration of 6 months would have a spend of $5M+?	
105	Annex A - Statement of Work 3.3 SSC ITSM Process Maturity Solution Deliverables - Item 17 Pages 59,60 The Contractor must provide unlimited online training access for all government users throughout the Contract Period and transfer materials to SSC at end of contract. In the RFP, SSC did not mention what mechanism will be provided by SSC to deliver and track training (i.e. SABA, etc.). Can SSC please provide what training storage and delivery mechanism will be available for online courses and if and how that mechanism tracks scoring and completion? OR is the Contractor expected to provide a Learning Management System as part of the solution?	SSC does not have an in-house mechanism to deliver and track training (such as SABA) nor does it have a Learning Management System. The vendor will be required to track online participants' registration, completion, exams and scoring until turned over to SSC. As per the table that outlines expected training approach under the Responsibilities: Organizational Change Management (see Training) in section 3.2.3, the vendor is also expected to provide web-based self-help for users of the new ITSM tool. Non web-based may also be possible if an alternative is considered appropriate. The vendor is also responsible for determining method of tracking registration, attendance, completions and scoring for training that is delivered by the vendor (train the trainer). Tracking and exams will not be required for the self-help training material.
110	Can SSC confirm that SSC will be responsible for translation of all documentation and that the contractor only needs to provide documentation in either English or French?0	SSC will determine when translation is required for documentation. As a guideline documents that are published, or distributed at large, will require translation. SSC will be responsible for the translation process, including training room materials. SSC requires documentation submitted in English, unless otherwise specified.
115	Page 65, Section 5.2 Process of Acceptance. Can SSC provide a detailed description of the word "deficiencies"?	A deficiency is any element of a deliverable that does not meet the SSC's specifications. There are many potential ways that a deliverable could fall short of these specifications; it is not possible to provide a detailed description.
118	Page 41, below Table 1 SSC states: "A process release/ release package will not be considered complete until all processes included in the release are validated and accepted by SSC (documented with process integration points, partner integration points, IT general controls and mapped to	A. IT General Controls are controls related to maintaining SSC`s information technology infrastructure and systems. These include controls for backup and recovery, disaster

	organizational positions, tested, implemented and organizational change management (OCM) activities conducted), and in accordance with acceptance criteria described in Section 4.1." a) Can SSC further describe and provide examples of what is meant by "IT general controls"? b) Can SSC provide examples of "partner" in the term "partner integration points"? c) Does "…tested, implemented…" mean that the processes have been configured in the ITSM technology solution and subsequently tested and deployed into production? If not, please elaborate on how the processes are to be tested and implemented?	recovery, monitoring of applications, protection from environmental threats, security and authentication controls, amongst others. As noted on page 37, the ITGC Framework will be provided to the successful bidder upon contract award. B. SSC's Partners are the 43 federal government organizations for whom SSC is mandated to provide email, data centre and telecommunications services. C. Correct; the release package must be configured in the ITSM technology solution, user-acceptance tested by SSC and production ready.
122	Page 42, Section 3.1.2, the RFP indicates that "For subsequent years of the contract, the contractor will have the flexibility to determine the release strategy/schedule with respect to a release or a release package (ie the timing of each release and which processes are involved). The contractor will determine the release schedule for subsequent years subject to approval by SSC, with a minimum of at least one release, per process, per year." a) Please confirm that "For subsequent years of the contract" refers to scope after the deployment of Releases A, B and C for "Lean Processes". b) Please confirm that the Implementation Plan (R2-1) and Activity Plan (R2-3) do not need to address scope for subsequent years of the contract.	A. Correct. "For subsequent years of the contract" refers to scope after the deployment of Releases A, B and C for "Lean Processes". B. Incorrect. The Implementation Plan (R2-1) and Activity Plan (R2-3) provided at bid submission must describe the process improvement activities that will occur after the first 12 months that will lead to fully mature processes within 30 months after contract award. Please note that these documents will evolve during the life of the project; the initial draft is due with the bid submission; updates will be made during the solution setup phase and as required during the implementation phase.
123	Page 43, Section 3.1.2, the RFP indicates "The Contract will include a 3 month window, after the ITSM process scope completion (timelines above), for additional process improvement or organizational change management activities that SSC deems necessary." a) Please confirm that this 3 month window could be applied after the completion of the Lean Processes scope, but it would not be related to getting the processes improved to the level of "Process Improvement" as per Table 1. b) Please confirm that this 3 month window for additional activities would be procured using the Task Authorization process.	A) Incorrect. The 3 month window refers to additional activities, if required, at the discretion of SSC. It does not extend the completion time for the 10 processes. It will occur after the processes are complete (months 31-33 of the contract). B) This is to confirm that any additional activities will be procured using the task authorization process.
124	With regards to Amendment 4, Answer 31: the Crown has indicated that companies bidding in partnership must comply to an entirely new requirement which is that 3 of the Key Resources be provided by the partnership Prime, including the Senior Project Manager. We request that this restriction NOT be imposed on bidders and that bidders be allowed to propose a solution that works for them given each of their experience and current resource capability, and that will best serve the Crown and ensure project success. We ask that the Crown please take the following into	Canada will retain the requirement as stated in response to Amendment 4, Answer #31. It is Canada's intention that it will allow partnerships arrangements as part of this procurement but would like to ensure that the majority of its engagement is with the Prime contractor's organization through the Senior Project Manager. Canada also wants to ensure that the Prime

	consideration: 1- As defined in Answer #3, partnerships being formed for the purpose of this RFP must be between 2 SBIPS Tier 2, Stream 1 qualified bidders. Each of the partners in the partnership has fully demonstrated its experience and capability in order to qualify as a supplier under this stream in SBIPS for tier 2 requirements. By allowing 2 qualified suppliers to join in partnership the Crown benefits from the experience of both firms that are combining their resources in a way that optimizes each of their expertise and provides the best value to the Crown. 2- In the process of bidding on this RFP, bidders that choose to form a partnership have developed and signed a teaming agreement that binds both parties to the successful delivery of the project. The teaming agreement defines the division of roles and accountabilities with regards to the RFP SOW deliverables and key personnel. It may be that the best and most experienced Senior Project manager to oversee the project is an employee of the subcontract partner and not of the prime. So, It is not in the Crown's interest that restrictions be placed on which partner should provide which resource. Should the Crown be prescribing specific partnership arrangements as is suggested in Answer 31, the Teaming Agreement already in place between partners will have to be re-visited and may result in less than optimal conditions for solution delivery. 3- In addition to the above, at this stage of the RFP process, key personnel have already been selected, are committed to the project and involved in developing the bidders' proposed solution including the approach and implementation plan to best suit the RFP SOW. Based on Answer 31, as many as 3 key team members may have to be replaced by new individuals at this late stage. This is not beneficial to the Crown. In summary, for the reasons outlined above, we request that no restrictions be imposed on bidders as to partners' role in delivering the solution and that no change be made to the RFP with regards to Q&A 31. We suggest that bidders that have formed partnerships to bid on this requirement clearly outline in their proposal as part of their implementation plan the division of responsibilities for each partner in delivering the RFP SOW based on each partner's expertise and based on their proposed approach. As a result, the Crown will have a clear view on how the partnership intends to deliver the SOW at the evaluation stage.	contractor is heavily invested in the project and as such has at least 3 of the key resources identified as being from the Prime's organization. There is nothing stated that would interfere or prevent the subcontractor (who has 3 of the key resources, including the Senior Project Manager) from being substituted as the Prime in the partnership arrangement.
125	With respect to R 2-5 Key Resources, we request the Crown to remove the '$5,000,000 project implementation cost' requirement. The role experience required is 10+ years and ITSM experience is 15+ years to get the full score. With these 2 requirements, the Crown will have senior resources. The addition of the $5M project cost requirement is restrictive in that it limits the pool of resources to a select pool of	See response to #83. The $5,000,000 project implementation cost has been reduced to $2,000,000. The role experience requirement remains as stated.

		national and global resources.	
128		Annex A - Statement of Work 3.3 SSC ITSM Process Maturity Solution Deliverables - Items 4 and 5

Attachment C-1 Rated Technical Evaluation Criteria – Items R2-1 Implementation Plan and R2-3 Project Management Functions   Major Activities vs. Activity Plan

The Implementation Plan has a requirement to provide Major Activities and the Project Management Functions/Activity Plan has a requirement that appears to be the same or similar. Can SSC clarify if these requirements are the same? If not, please clarify the differences. | Canada confirms that the requirements are not the same. The activities identified in the Implementation Plan are the major activities, are at a high level and are just one component of the Plan. The Activity Plan is at a more detailed level, includes a 3 level work breakdown structure, and identifies the phases, gates, deliverables, and milestones defined as distinct tasks. |
| 129 | | Annex A - Statement of Work
Section 3.1.1 Solution Setup and Solution Closeout Scopes

Section 3.1.2 ITSM Processes Scope - Table1- ITSM Process Priority Release Schedule
Pages 40, 41
Solution Setup: The focus of the solution setup scope will be to establish a formal team structure, governance model, continual process improvement and benefits realization approach, and all essential documentation (ie implementation plan, activity plan, and organizational change management strategy/ plan) for the duration of the contract. Included in this scope is the budgeting, resourcing, scoping and planning of each release as well as the requirement for the Contractor to collaborate with SSC to ensure the appropriate governing activities are in place to enable implementation success (including project management, continual service improvement, benefits realization, and ongoing service management initiatives).

An initial requirement of the solution setup phase will be for the Contractor to document SSC's operational and business needs and key points of pain; leveraging SSC-provided materials that will be addressed through future process activities and deliverables. The level of work effort associated with this requirement is limited to the review of SSC materials provided and any follow on interviews/ requests for documentation that the Contractor chooses to pursue. It should be noted that current state assessments will be provided for the 4 priority core processes (see Table 1; release package A in section 3.1.2 below) with others to follow.

The Contractor will be required to implement the solution setup scope within 3 months of contract award, leveraging SSC support and governance structures as appropriate.
        The Solution Setup phase is established in the RFP to complete by end of Month 3 and the first Lean Release of processes established in the RFP to complete by the end of Month 6. Based on this requirement, process design would begin after Setup is complete, leaving only 3 months to design, collaborate, revise, integrate, test, translate, train, approve and promote the initial Package A release (4 | SSC will retain the requirement as stated and not extend the timing for process development to begin after the Solution Setup Phase is complete. Based on the current requirement, process design would begin immediately upon contract award (not after the 3 month solution setup phase as stated in the question). The Contractor will have immediate access to SSC resources as a means of obtaining information to assist in process development or to identify points of pain that need to be addressed as part of process development. The documentation provided as part of the reading room materials is intended to be used to initiate process development from Day 1 after contract award. |

	processes) and complete required deliverables. This is extremely aggressive, especially considering the size of the SSC IT organization and OCM activities that need to occur to support and promote adoption of new processes/tools. Typically process design activity will begin after Setup activity is complete or with some potential overlap as initial discovery and information gathering progresses and setup activities are completed. Will SSC reconsider the cascading timing of the process releases to begin after Setup is complete, essentially making the Setup and Process design activities sequential and pushing the process releases by 3 months with Lean and Mature processes completing at the end of Month 9 and 33 (instead of Month 6 and 30)?	
130	Annex B Firm all-inclusive price - Table 1 Pages 72 The RFP requests firm all-inclusive price for work performed under this contract as described with the 4 deliverables in the table. This is followed by Professional Services requesting firm per diem rates. For firm all-inclusive price, SSC has listed 4 very specific deliverables for that price: • Implementation Plan • Organizational Change Management Strategy • Project Management Function – Activity Plan • CMDB Strategy) Is the intent that this firm all-inclusive price for the 4 deliverables covers ONLY these 4 specific Planning Deliverables and the remainder of the work to design, implement and support the ITSM Process Maturity Solution is under T&M per diem rates? OR is the intent that the firm all-inclusive price covers ALL work to design, implement and support the entire ITSM Process Maturity Solution for the duration of the contract (including the 4 deliverables mentioned) and any additional work identified and/or required as a result of changes in scope would be T&M per diem rates?	This is to confirm that the all-inclusive price for the four deliverables covers only these four specific Planning Deliverables and the remainder of the work to design, implement and support the ITSM Process Maturity Solution is under Time & Materials per diem rates
131	Page 73 - ANNEX C - a. Senior project manager; project manager: experience Level 3 - 10+ years of experience as a senior project manager with a recognized professional certification in Project Management Professional (PMP) or Prince 2; Consistency is important in every program and project and, since both are about people, it's important in how you handle them. As this ITSM project is closer to being a program than just a project we feel that the MSP certification would be just as equivalent to the Prince 2. One of the key benefits of using MSP is that it can help you handle people, both individuals and groups, who may interact with the project or who may be impacted by it. It ensures that they, the stakeholders, are identified and engaged and communicated with to improve the chances of success.	No, the crown does not accept Managing Successful Program (MSP) as an equivalent to a certification in Project Management Professional (PMP) or Prince 2 for the role of Senior Project Manager.

	Would the crown accept an Managing Successful Program (MSP) as an equivalents to the Prince 2	
132	Page 73 - ANNEX C - a. Senior project manager; project manager: experience Level 3 - 10+ years of experience as a senior project manager with a recognized professional certification in Project Management Professional (PMP) or Prince 2; Would the crown accept a CMC as an equivalent to a certification in Project Management Professional (PMP) or Prince 2?	No, the crown does not accept certified management consultant (CMC) as an equivalent to a certification in Project Management Professional (PMP) or Prince 2 for the role of Senior Project Manager.