



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

**Bid Receiving - PWGSC / Réception des
soumissions - TPSGC**
11 Laurier St., / 11, rue Laurier
Place du Portage, Phase III
Core 0B2 / Noyau 0B2
Gatineau
Québec
K1A 0S5

**REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION**

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

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

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

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

Comments - Commentaires

Vendor/Firm Name and Address

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

Issuing Office - Bureau de distribution

Informatics Professional Services - EL Division/Services
professionnels en informatique - division EL
4C2, Place du Portage
Gatineau
Québec
K1A 0S5

Title - Sujet NEW TBIPS-MANAGEMENT SERVICE	
Solicitation No. - N° de l'invitation E60ZR-173104/A	Date 2017-07-26
Client Reference No. - N° de référence du client 20173104	
GETS Reference No. - N° de référence de SEAG PW-\$\$EL-638-31698	
File No. - N° de dossier 638el.E60ZR-173104	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2017-08-16	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Mao, Lan	Buyer Id - Id de l'acheteur 638el
Telephone No. - N° de téléphone (819) 420-2074 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: DEPARTMENT OF PUBLIC WORKS AND GOVERNMENT SERVICES CANADA PHASE III, PLACE DU PORTAGE 11 LAURIER STREET GATINEAU Quebec K1A0S5 Canada	

Instructions: See Herein

Instructions: Voir aux présentes

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



Item Article	Description	Dest. Code Dest.	Inv. Code Fact.	Qty Qté	U. of I. U. de D.	Destination	Unit Price/Prix unitaire FOB/FAM	Plant/Usine	Delivery Req. Livraison Req.	Del. Offered Liv. offerte
1	NEW TBIPS-MANAGEMENT SERVICE FY17-18	E60ZR	E60ZR	1	LOT	\$		XXXXXXXXXXXX	See Herein	
2	NEW TBIPS-MANAGEMENT SERVICE FY18-19	E60ZR	E60ZR	1	LOT	\$		XXXXXXXXXXXX	See Herein	
3	NEW TBIPS-MANAGEMENT SERVICE FY19-20	E60ZR	E60ZR	1	LOT	\$		XXXXXXXXXXXX	See Herein	
4	NEW TBIPS-OPTION YEAR #1	E60ZR	E60ZR	1	LOT	\$		XXXXXXXXXXXX	See Herein	
5	NEW TBIPS-OPTION YEAR # 2	E60ZR	E60ZR	1	LOT	\$		XXXXXXXXXXXX	See Herein	
6	NO DATA	E60ZR	E60ZR	1	LOT	\$		XXXXXXXXXXXX	See Herein	
7	INCIDENTALS	E60ZR	E60ZR	1	LOT	\$		XXXXXXXXXXXX	See Herein	
8	HST TAX 13%	E60ZR	E60ZR	1	LOT	\$		XXXXXXXXXXXX	See Herein	

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

**BID SOLICITATION
FOR CONTRACTS AGAINST A SUPPLY ARRANGEMENT FOR
TASK- BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS)**

WORKSTREAM 1 BUSINESS MANAGEMENT

BUSINESS ANALYST - LEVEL 3

BUSINESS ARCHITECT - LEVEL 3

BUSINESS CONTINUITY/DISASTER RECOVERY SPECIALIST - LEVEL 2

BUSINESS PROCESS RE-ENGINEERING (BPR) CONSULTANT - LEVEL 2

BUSINESS TRANSFORMATION ARCHITECT - LEVEL 3

TECHNICAL WRITER - LEVEL 3

ORGANIZATIONAL DEVELOPMENT CONSULTANT - LEVEL 3

RISK MANAGEMENT SPECIALIST - LEVEL 2

WORKSTREAM 2 IT SECURITY

IT SECURITY METHODOLOGY, POLICY AND PROCEDURES ANALYST - LEVEL 3

IT SECURITY TRA AND C&A ANALYST - LEVEL 3

IT SECURITY ENGINEER - LEVEL 3

INCIDENT MANAGEMENT SPECIALIST - LEVEL 3

**FOR
PUBLIC WORKS AND GOVERNMENT SERVICES CANADA**

Table of Contents

PART 1 - GENERAL INFORMATION.....	5
1.1 Introduction.....	5
1.2 Summary	5
1.3 Debriefings	7
PART 2 - BIDDER INSTRUCTIONS.....	8
2.1 Standard Instructions, Clauses and Conditions	8
2.2 Submission of Bids.....	8
2.3 Enquiries - Bid Solicitation	8
2.4 Former Public Servant.....	9
2.5 Applicable Laws.....	10
2.6 Improvement of Requirement During Solicitation Period	10
2.7 Volumetric Data	10
PART 3 - BID PREPARATION INSTRUCTIONS.....	12
3.1 Bid Preparation Instructions.....	12
3.2 Section I: Technical Bid	14
3.3 Section II: Financial Bid	15
3.4 Section III: Certifications.....	15
3.5 Section IV: Additional Information.....	15
PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION.....	21
4.1 Evaluation Procedures	21
4.2 Technical Evaluation.....	21
4.3 Financial Evaluation.....	22
4.4 Basis of Selection.....	28
PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION	40
5.1 Certifications Precedent to Contract Award and Additional Information.....	40
5.2 Additional Certifications Precedent to Contract Award.....	40
PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS	42
6.1 Security Requirement	42
6.2 Financial Capability	42

PART 7 - RESULTING CONTRACT CLAUSES	43
7.1 Requirement.....	43
7.2 Task Authorization	43
7.3 Minimum Work Guarantee	47
7.4 Standard Clauses and Conditions	47
7.5 Security Requirement	48
7.6 Contract Period.....	49
7.7 Authorities.....	49
7.8 Proactive Disclosure of Contracts with Former Public Servants.....	50
7.9 Payment.....	50
7.10 Invoicing Instructions	51
7.11 Certifications	52
7.12 Federal Contractors Program for Employment Equity - Default by Contractor	52
7.13 Applicable Laws.....	52
7.14 Priority of Documents	52
7.15 Foreign Nationals (Canadian Contractor).....	52
7.16 Foreign Nationals (Foreign Contractor)	53
7.17 Insurance Requirements	53
7.18 Limitation of Liability - Information Management/Information Technology	54
7.19 Joint Venture Contractor	56
7.20 Professional Services - General	57
7.21 Safeguarding Electronic Media	58
7.22 Representations and Warranties	58
7.23 Access to Canada's Property and Facilities.....	58
7.24 Identification Protocol Responsibilities.....	58

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

List of Annexes to the Resulting Contract:

- Annex A Statement of Work
 - Appendix A – Tasking Assessment Procedure
 - Appendix B – Task Authorization Form
 - Appendix C – Resources Assessment Criteria and Response Table
 - Appendix D – Certification at the TA Stage
- Annex B Basis of Payment
- Annex C Security Requirements Check List

List of Attachment to Part 3 (Bid Preparation Instructions):

- Attachment 3.1: Bid Submission Form
- Attachment 3.2: Pricing Schedule

List of Attachment to Part 4 (Evaluation Procedures and Basis of Selection):

- Attachment 4.1: Bid Evaluation Criteria
- Attachment 4.2: Bidder Response Templates

List of Attachment to Part 5 (Certifications):

- Attachment 5.1: Federal Contractors Program for Employment Equity – Certification

PART 1 - GENERAL INFORMATION

1.1 Introduction

This document states terms and conditions that apply to this bid solicitation. It is divided into seven parts plus attachments and annexes, as follows:

Part 1 General Information: provides a general description of the requirement;

Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;

Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;

Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selection;

Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided;

Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by Bidders; and

Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The annexes include the Statement of Work and any other annexes.

1.2 Summary

- (a) This bid solicitation is being issued to satisfy the requirement of Public Works and Government Services Canada (the "**Client**") for Task-Based Informatics Professional Services (TBIPS) under the TBIPS Supply Arrangement (SA) method of supply.
- (b) It is intended to result in the award of up to 3 contracts in Workstream 1 and up to 2 contracts in Workstream 2, with each contract purchasing Work from only one Workstream. Each contract will be for three (3) years plus two (2) one-year irrevocable options allowing Canada to extend the term of the contract.
- (c) There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 – Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the, Industrial Security Program (ISP) of Public Works and Government Services Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.
- (d) The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), the Canada-Chile Free Trade Agreement (CCFTA), the Canada-Peru Free Trade Agreement (CPFTA), the Canada-Colombia Free Trade Agreement (CColFTA), and the Canada-Panama Free Trade Agreement (CPanFTA), and the Canadian Free Trade Agreement (CFTA).
- (e) The Federal Contractor's Program (FCP) for employment equity applies to this procurement; see Part 5 – Certifications, Part 7 – Resulting Contract Clauses and the attachment titled "Federal Contractor's Program for Employment Equity – Certification."
- (f) Only TBIPS SA Holders currently holding a TBIPS SA for Tier 2, in one or all the Workstreams and in the National Capital Region under the EN578-170432 series of SAs are eligible to compete. The TBIPS SA EN578-170432 is incorporated by reference and forms part of this bid solicitation, as

though expressly set out in it, subject to any express terms and conditions contained in this bid solicitation. The capitalized terms not defined in this bid solicitation have the meaning given to them in the TBIPS SA. Bidders are encouraged to do business with small and medium enterprises (SMEs) to engage their participation in the procurement process.

- (g) SA Holders that are invited to compete as a joint venture must submit a bid as that joint venture SA Holder, forming no other joint venture to bid. Any joint venture must be already qualified under the SA EN578-170432 as that joint venture at the time of bid closing in order to submit a bid.
- (h) For each Workstream, the Resource Categories described below are required on an as and when requested basis in accordance with the TBIPS SA Annex "A":

Workstream 1 Business Management

RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF RESOURCES REQUIRED
Business Analyst	Level 3	2
Business Architect	Level 3	2
Business Continuity/Disaster Recovery Specialist	Level 2	1
Business Process Re-engineering (BPR) Consultant	Level 2	1
Business Transformation Architect	Level 3	3
Technical Writer	Level 3	2
Organizational Development Consultant	Level 3	3
Risk Management Specialist	Level 2	2

Workstream 2 IT Security

RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF RESOURCES REQUIRED
IT Security Methodology, Policy and Procedures Analyst	Level 3	1
IT Security TRA and C&A Analyst	Level 3	4
IT Security Engineer	Level 3	1
Incident Management Specialist	Level 3	1

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

1.3 Debriefings

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

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

- (a) All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the *Standard Acquisition Clauses and Conditions Manual* (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.
- (b) Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract(s).
- (c) The 2003 (2017-04-27) Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the bid solicitation. If there is a conflict between the provisions of 2003 and this document, this document prevails.
- (d) Subsection 3.a) of Section 01, Integrity Provisions - Bid of Standard Instructions 2003 incorporated by reference above is deleted in its entirety and replaced with the following:
 - a. at the time of submitting an arrangement under the Request for Supply Arrangement (RFSA), the Bidder has already provided a list of names, as requested under the *Ineligibility and Suspension Policy*. During this procurement process, the Bidder must immediately inform Canada in writing of any changes affecting the list of names.
- (e) Subsection 5(4) of 2003, Standard Instructions – Goods and Services – Competitive Requirements is amended as follows:
 - (i) Delete: 60 days
 - (ii) Insert: 180 days

2.2 Submission of Bids

- (a) Bids must be submitted only to the Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and at the PWGSC address indicated on page one of the bid solicitation.
- (b) Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail to PWGSC will not be accepted.

2.3 Enquiries - Bid Solicitation

- (a) All enquiries must be submitted in writing to the Contracting Authority no later than 5 calendar days before the bid closing date. Enquiries received after that time may not be answered.
- (b) Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

2.4 Former Public Servant

- (a) Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, Bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

(b) Definitions

For the purposes of this clause, "*former public servant*" is any former member of a department as defined in the *Financial Administration Act*, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- (i). an individual;
- (ii). an individual who has incorporated;
- (iii). a partnership made of former public servants; or
- (iv). a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"*lump sum payment period*" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"*pension*" means a pension or annual allowance paid under the *Public Service Superannuation Act* (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the *Supplementary Retirement Benefits Act*, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the *Canadian Forces Superannuation Act*, R.S., 1985, c. C-17, the *Defence Services Pension Continuation Act*, 1970, c. D-3, the *Royal Canadian Mounted Police Pension Continuation Act*, 1970, c. R-10, and the *Royal Canadian Mounted Police Superannuation Act*, R.S., 1985, c. R-11, the *Members of Parliament Retiring Allowances Act*, R.S. 1985, c. M-5, and that portion of pension payable to the *Canada Pension Plan Act*, R.S., 1985, c. C-8.

(c) Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes () No ()**

If so, the Bidder must provide the following information, for all FPSs in receipt of a pension, as applicable:

- (i). name of former public servant;
- (ii). date of termination of employment or retirement from the Public Service.

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites

as part of the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2012-2](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

(d) Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? **Yes () No ()**

If so, the Bidder must provide the following information:

- (i). name of former public servant;
- (ii). conditions of the lump sum payment incentive;
- (iii). date of termination of employment;
- (iv). amount of lump sum payment;
- (v). rate of pay on which lump sum payment is based;
- (vi). period of lump sum payment including start date, end date and number of weeks;
- (vii). number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.

2.5 Applicable Laws

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

Note to Bidders: Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of its bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of its choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidder. Bidders are requested to indicate the Canadian province or territory they wish to apply to any resulting contract in their Bid Submission Form.

2.6 Improvement of Requirement During Solicitation Period

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

2.7 Volumetric Data

The estimated number of resources required per resource category per year has been provided to Bidders to assist them in preparing their bids. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future usage of the service identified in this bid solicitation will be consistent with this data. It is provided purely for information purposes.

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

- (a) **Copies of Bid:** Canada requests that Bidders provide their bid in separately bound sections as follows:
- (i) Section I: Technical Bid (4 hard copies)
 - (ii) Section II: Financial Bid (1 hard copies)
 - (iii) Section III: Certifications not included in the Technical Bid (1 hard copies)
- Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.
- (b) **Format for Bid:** Canada requests that Bidders follow the format instructions described below in the preparation of their bid:
- (i) use 8.5 x 11 inch (216 mm x 279 mm) paper;
 - (ii) use a numbering system that corresponds to the bid solicitation;
 - (iii) include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, bidder's name and address and contact information of its representative; and
 - (iv) include a table of contents.
- (c) **Canada's Policy on Green Procurement:** In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process. See the Policy on Green Procurement (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, Bidders should:
- (i) use paper containing fibre certified as originating from a sustainably-managed forest and/or containing a minimum of 30% recycled content; and
 - (ii) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, and using staples or clips instead of cerlox, duotangs or binders.
- (d) **Submission of Only One Bid:**
- (i) A Bidder, including related entities, will be permitted to submit only one bid in response to this bid solicitation. If a Bidder or any related entities participate in more than one bid (participating means being part of the Bidder, not being a subcontractor), Canada will provide those Bidders with 2 working days to identify the single bid to be considered by Canada. Failure to meet this deadline will result in all the affected bids being disqualified. A single bid may contain bids to be awarded a contract in one or more Workstreams. However, a bid may not contain a bid from the Bidder, including related entities to be awarded more than one contract in any given Workstream.
 - (ii) For the purposes of this Article, regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law (whether that entity is a natural person, corporation, partnership, etc), an entity will be considered to be **"related"** to a Bidder if:
 - (A) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);

- (B) they are "related persons" or "affiliated persons" according to the Canada Income Tax Act;
- (C) the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
- (D) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.
- (iii) Individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture.
- (e) **Joint Venture Experience:**
- (i) Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.
- Example: A bidder is a joint venture consisting of members L and O. A bid solicitation requires that the bidder demonstrate experience providing maintenance and help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), the bidder has previously done the work. This bidder can use this experience to meet the requirement. If member L obtained this experience while in a joint venture with a third party N, however, that experience cannot be used because the third party N is not part of the joint venture that is bidding.
- (ii) A joint venture bidder may rely on the experience of one of its members to meet any given technical criterion of this bid solicitation.
- Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance service, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.
- (iii) Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submit this information within the period set by the Contracting Authority, its bid will be declared non-responsive.
- Example: A bidder is a joint venture consisting of members A and B. If a bid solicitation requires that the bidder demonstrate experience providing resources for a minimum number of 100 billable days, the bidder may demonstrate that experience by submitting either:
- Contracts all signed by A;
 - Contracts all signed by B; or
 - Contracts all signed by A and B in joint venture, or
 - Contracts signed by A and contracts signed by A and B in joint venture, or
 - Contracts signed by B and contracts signed by A and B in joint venture.

That show in total 100 billable days.

- (iv) Any Bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the bid solicitation period.

3.2 Section I: Technical Bid

- (a) The technical bid consists of the following:

- (i) **Bid Submission Form:** Bidders are requested to include the Bid Submission Form - Attachment 3.1 with their bids. It provides a common form in which bidders can provide information required for evaluation and contract award, such as a contact name and the Bidder's Procurement Business Number, etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.

- (ii) **Substantiation of Technical Compliance:** The technical bid must substantiate the compliance with the specific articles of Attachment 4.1, which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirement(s), but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or resources comply is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be considered non-responsive and disqualified. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the "Bidder's Response" column of Attachment 4.2, where Bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.

- (iii) **Customer Reference Contact Information:**

- (A) In conducting its evaluation of the bids, Canada may, but will have no obligation to request that a bidder provide customer references. If Canada sends such a written request, the bidder will have 2 working days to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive. These customer references must each confirm if requested by PWGSC, the facts identified in the Bidder's bid, as required by Attachment 4.1.

- (B) The form of question to be used to request confirmation from customer references is as follows:

[Sample Question to Customer Reference: "Has [the Bidder] provided your organization with [describe the services and, if applicable, describe any required time frame within which those services must have been provided]?"

___ Yes, the Bidder has provided my organization with the services described above.

___ No, the Bidder has not provided my organization with the services described above.

___ I am unwilling or unable to provide any information about the services described above.

- (C) For each customer reference, the Bidder must, at a minimum, provide the name and e-mail address for a contact person.

Bidders are also requested to include the title of the contact person. It is the sole responsibility of the Bidder to ensure that it provides a contact who is knowledgeable about the services the Bidder has provided to its customer and who is willing to act as a customer reference. Crown references will be accepted.

3.3 Section II: Financial Bid

- (a) **Pricing:** Bidders must submit their financial bid in accordance with the Pricing Schedule provided in Attachment 3.2. The total amount of Applicable Taxes must be shown separately, if applicable. Unless otherwise indicated, bidders must include a single, firm, all-inclusive per diem rate quoted in Canadian dollars in each cell requiring an entry in the pricing tables.
- (b) **All Costs to be Included:** The financial bid must include all costs for the requirement described in the bid solicitation for the entire Contract Period, including any option periods. The identification of all necessary equipment, software, peripherals, cabling and components required to meet the requirements of the bid solicitation and the associated costs of these items is the sole responsibility of the Bidder.
- (c) **Blank Prices:** Bidders are requested to insert "\$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the tables. If the Bidder leaves any price blank, Canada will treat the price as "\$0.00" for evaluation purposes and may request that the Bidder confirm that the price is, in fact, \$0.00. No bidder will be permitted to add or change a price as part of this confirmation. Any bidder who does not confirm that the price for a blank item is \$0.00 will be declared non-responsive.

3.4 Section III: Certifications

It is a requirement that bidders submit the certifications identified under Part 5.

3.5 Section IV: Additional Information

(a) Bidder's Proposed Site(s) or Premises Requiring Safeguarding Measures

As indicated in Part 6 under Security Requirements, the Bidder must provide the full address(es) of the Bidder's and proposed individual(s)' site(s) or premises for which safeguarding measures are required for Work Performance.

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

The Company Security Officer (CSO) must ensure through the Industrial Security Program (ISP) that the Bidder and proposal individual(s) hold a valid security clearance at the required level, as indicated in Part 6 – Security, Financial and Other Requirements.

Bidders are requested to indicate this information on their Bid Submission Form.

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

ATTACHMENT 3.1

BID SUBMISSION FORM

BID SUBMISSION FORM		
Bidder's full legal name		
Authorized Representative of Bidder for evaluation purposes (e.g., clarifications)	Name	
	Title	
	Address	
	Telephone #	
	Fax #	
	Email	
Bidder's Procurement Business Number (PBN) [see the Standard Instructions 2003] [Note to Bidders: Please ensure that the PBN you provide matches the legal name under which you have submitted your bid. If it does not, the Bidder will be determined based on the legal name provided, not based on the PBN, and the Bidder will be required to submit the PBN that matches the legal name of the Bidder.]		
Jurisdiction of Contract: Province or territory in Canada the Bidder wishes to be the legal jurisdiction applicable to any resulting contract (if other than as specified in solicitation)		
Bidder's Proposed Site(s) or Premises Requiring Safeguard Measures. See Part 3 for instructions.	Address of proposed site or premise: _____ City: _____ Province: _____ Postal Code: _____ Country: _____	
Former Public Servants See the Article in Part 2 of the bid solicitation entitled Former Public Servant for a definition of "Former Public Servant".	Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation? Yes ____ No ____ If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant"	
	Is the Bidder a FPS who received a lump sum payment under the terms of the Work Force Adjustment Directive?	

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

	Yes ____ No ____ If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant"	
Security Clearance Level of Bidder [include both the level and the date it was granted] [Note to Bidders: Please ensure that the security clearance matches the legal name of the Bidder. If it does not, the security clearance is not valid for the Bidder.]		
<p>On behalf of the Bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that:</p> <ol style="list-style-type: none">1. The Bidder considers itself and its proposed resources able to meet all the mandatory requirements described in the bid solicitation;2. This bid is valid for the period requested in the bid solicitation;3. All the information provided in the bid is complete, true and accurate; and4. If the Bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation.		
Signature of Authorized Representative of Bidder		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

ATTACHMENT 3.2 PRICING SCHEDULE

Workstream 1 Business Management

INITIAL CONTRACT PERIOD:

Initial Contract Period		
Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 Business Analyst	Level 3	
B.2 Business Architect	Level 3	
B.4 Business Continuity/Disaster Recovery Specialist	Level 2	
B.5 Business Process Re-engineering (BPR) Consultant	Level 2	
B.7 Business Transformation Architect	Level 3	
B.14 Technical Writer	Level 3	
P.4 Organizational Development Consultant	Level 3	
P.12 Risk Management Specialist	Level 2	

OPTION PERIODS:

Option Period 1		
Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 Business Analyst	Level 3	
B.2 Business Architect	Level 3	
B.4 Business Continuity/Disaster Recovery Specialist	Level 2	
B.5 Business Process Re-engineering (BPR) Consultant	Level 2	
B.7 Business Transformation Architect	Level 3	
B.14 Technical Writer	Level 3	
P.4 Organizational Development Consultant	Level 3	
P.12 Risk Management Specialist	Level 2	

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

Option Period 2		
Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 Business Analyst	Level 3	
B.2 Business Architect	Level 3	
B.4 Business Continuity/Disaster Recovery Specialist	Level 2	
B.5 Business Process Re-engineering (BPR) Consultant	Level 2	
B.7 Business Transformation Architect	Level 3	
B.14 Technical Writer	Level 3	
P.4 Organizational Development Consultant	Level 3	
P.12 Risk Management Specialist	Level 2	

Workstream 2 IT Security

INITIAL CONTRACT PERIOD:

Initial Contract Period		
Resource Category	Level of Expertise	Firm Per Diem Rate
C.2 IT Security Methodology, Policy and Procedures Analyst	Level 3	
C.3 IT Security TRA and C&A Analyst	Level 3	
C.6 IT Security Engineer	Level 3	
C.12 Incident Management Specialist	Level 3	

OPTION PERIODS:

Option Period 1		
Resource Category	Level of Expertise	Firm Per Diem Rate
C.2 IT Security Methodology, Policy and Procedures Analyst	Level 3	
C.3 IT Security TRA and C&A Analyst	Level 3	
C.6 IT Security Engineer	Level 3	
C.12 Incident Management Specialist	Level 3	

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

Option Period 2		
Resource Category	Level of Expertise	Firm Per Diem Rate
C.2 IT Security Methodology, Policy and Procedures Analyst	Level 3	
C.3 IT Security TRA and C&A Analyst	Level 3	
C.6 IT Security Engineer	Level 3	
C.12 Incident Management Specialist	Level 3	

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria. There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.
- (b) An evaluation team composed of representatives of the Client and PWGSC will evaluate the bids on behalf of Canada. Canada may hire any independent consultant, or use any Government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- (c) In addition to any other time periods established in the bid solicitation:
 - (i) **Requests for Clarifications:** If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.
 - (ii) **Requests for Further Information:** If Canada requires additional information in order to do any of the following pursuant to the Section entitled "Conduct of Evaluation" in 2003, Standard Instructions - Goods or Services - Competitive Requirements:
 - (A) verify any or all information provided by the Bidder in its bid; or
 - (B) contact any or all references supplied by the Bidder (e.g., references named in the résumés of individual resources) to verify and validate any information submitted by the Bidder,the Bidder must provide the information requested by Canada within 2 working days of a request by the Contracting Authority.
 - (iii) **Extension of Time:** If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

4.2 Technical Evaluation

A separate technical evaluation will be conducted for each Workstream.

- (a) **Mandatory Technical Criteria:**
 - (i) Each bid will be reviewed for compliance with the mandatory requirements of the bid solicitation. Any element of the bid solicitation that is identified specifically with the words "must" or "mandatory" is a mandatory requirement. Bids that do not comply with each and every mandatory requirement will be declared non-responsive and be disqualified.
 - (ii) The mandatory technical criteria are described in Attachment 4.1.
- (b) **Point-Rated Technical Criteria:**
 - (i) Each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly.
 - (ii) The rated requirements are described in Attachment 4.1.

(c) **Number of Resources Evaluated:**

Resources will only be assessed after contract award once specific tasks are requested of the Contractor. After contract award, the Task Authorization process will be in accordance with Part 7 – Resulting Contract Clauses, the Article titled “Task Authorization”. When a Task Authorization Form (TA Form) is issued, the Contractor will be requested to propose a resource to satisfy the specific requirement based on the TA Form’s Statement of Work. The proposed resource will then be assessed against the criteria identified in the Contract’s Statement of Work in accordance with Appendix C of Annex A.

(d) **Reference Checks:**

- (i) Whether or not to conduct reference checks is discretionary. However, if PWGSC chooses to conduct reference checks for any given rated or mandatory requirement, it will check the references for that requirement for all bidders who have not, at that point, been found non-responsive.
- (ii) For reference checks, Canada will conduct the reference check in writing by email. Canada will send all email reference check requests to contacts supplied by all the Bidders within a 48-hour period using the email address provided in the bid. Canada will not award any points and/or a bidder will not meet the mandatory experience requirement (as applicable) unless the response is received within 5 working days of the date that Canada’s email was sent.
- (iii) On the third working day after sending out the reference check request, if Canada has not received a response, Canada will notify the Bidder by email, to allow the Bidder to contact its reference directly to ensure that it responds to Canada within 5 working days. If the individual named by a Bidder is unavailable when required during the evaluation period, the Bidder may provide the name and email address of an alternate contact person from the same customer. Bidders will only be provided with this opportunity once for each customer, and only if the originally named individual is unavailable to respond (i.e., the Bidder will not be provided with an opportunity to submit the name of an alternate contact person if the original contact person indicates that he or she is unwilling or unable to respond). The Bidder will have 1 working day to submit the name of a new contact. That contact will again be given 5 working days to respond once Canada sends its reference check request.
- (iv) Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated.
- (v) Points will not be allocated and/or a bidder will not meet the mandatory experience requirement (as applicable) if (1) the reference customer states he or she is unable or unwilling to provide the information requested, or (2) the customer reference is not a customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder instead of being a customer of the Bidder itself). Nor will points be allocated or a mandatory met if the customer is itself an affiliate or other entity that does not deal at arm’s length with the Bidder.

4.3 Financial Evaluation

- (a) The financial evaluation will be conducted using the firm per diem rates provided by the responsive bid(s). A separate financial evaluation will be conducted for each Workstream.
- (b) There are two possible financial evaluation methods for this requirement. The first method will be used if three or more bids are determined responsive (see (c) Financial Evaluation - Method A below). The second method will be used if fewer than three bids are determined responsive (see (d) Financial Evaluation - Method B below).

- (c) **Financial Evaluation - Method A:** The following financial evaluation method will be used if three or more bids are determined responsive:

(i) **STEP 1 - ESTABLISHING THE LOWER AND UPPER MEDIAN BAND LIMITS FOR EACH PERIOD AND EACH RESOURCE CATEGORY:** The Contracting Authority will establish, for each period and each Resource Category of each Workstream, the median band limits based on the firm per diem rates provided by the technically responsive bids. For each such Resource Category the median will be calculated using the median function in Microsoft Excel and will represent a range that encompasses any rate to a value of minus (-) 20% of the median, and an upper median rate to a value of plus (+) 30% of the median. When an even number of technically responsive bids have been determined, an average of the middle two rates will be used to calculate the median band limits and for an odd number of technically responsive bids, the middle rate will be used.

(ii) **STEP 2 - POINTS ALLOCATION:** For each period and each Resource Category of each Workstream, points will be allocated as follows:

(A) A Bidder's proposed firm per diem rate that is either lower than the established lower median band limit or higher than the established upper median band limit for that period and Resource Category will be allocated 0 points.

(B) A Bidder's proposed firm per diem rate falling within the upper and lower median band limits, for that period and Resource Category, will be allocated points using the following calculation, which will be rounded to two decimal places:

$$\frac{\text{Lowest proposed firm per diem rate within the median band limits}}{\text{Bidder's proposed firm per diem rate within the median band limits}} \times \text{Maximum Points Assigned at Table 1 below}$$

(C) A Bidder's proposed firm per diem rate falling within the established median band limits which is the lowest proposed firm per diem rate will be allocated the applicable maximum points assigned at Table 1 below.

TABLE 1 - MAXIMUM POINTS ASSIGNED				
Workstream 1				
RESOURCE CATEGORIES	INITIAL (3 YEARS) CONTRACT PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	TOTAL POINTS
Business Analyst (Level 3)	300	100	100	500
Business Architect (Level 3)	300	100	100	500
Business Continuity/Disaster Recovery Specialist (Level 2)	150	50	50	250
Business Process Re-engineering (BPR) Consultant (Level 2)	150	50	50	250
Business Transformation Architect (Level 3)	450	150	150	750
Technical Writer (Level 3)	300	100	100	500
Organizational Development Consultant – (Level 3)	450	150	150	750
Risk Management Specialist (Level 2)	300	100	100	500
Total	2400	800	800	4000

TABLE 1 - MAXIMUM POINTS ASSIGNED				
Workstream 2				
RESOURCE CATEGORIES	INITIAL (3 YEARS) CONTRACT PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	TOTAL POINTS
IT Security Methodology, Policy and Procedures Analyst(Level 3)	150	50	50	250
IT Security TRA and C&A Analyst (Level 3)	600	200	200	1000
IT Security Engineer (Level 3)	150	50	50	250
Incident Management Specialist (Level 3)	150	50	50	250
Total	1050	350	350	1750

- (iii) **STEP 3 - FINANCIAL SCORE:** Points allocated under STEP 2 for each period and Resource Category of each Workstream will be added together and rounded to two decimal places to produce the Financial Score. Bidders will find below an example of a financial evaluation using Method A.

(iv) **EXAMPLE OF A FINANCIAL EVALUATION USING METHOD A**

TABLE 2 - EXAMPLE OF A FINANCIAL EVALUATION USING METHOD A:							
Resource Category	Max. Points	Bidder 1		Bidder 2		Bidder 3	
		Year 1	Year 2	Year 1	Year 2	Year 1	Year 2
Programmer	150 (75 pts. per year)	\$400.00	\$400.00	\$420.00	\$450.00	\$450.00	\$450.00
Business Analyst	100 (50 pts. per year)	\$600.00	\$600.00	\$600.00	\$620.00	\$650.00	\$820.00
Project Manager	50 (25 pts. per year)	\$555.00	\$900.00	\$750.00	\$800.00	\$700.00	\$800.00
TOTAL	300						
STEP 1 - Establishing the lower and upper median band limits for each year and each resource category							
(Median 1)	For the Programmer Resource Category, the year 1 median would be \$420.00. The lower median band limit would be \$336.00 and higher median band limit would be \$546.00.						
(Median 2)	For the Programmer Resource Category, the year 2 median would be \$450.00. The lower median band limit would be \$360.00 and higher median band limit would be \$585.00.						
(Median 3)	For the Business Analyst Resource Category, the year 1 median would be \$600.00. The lower median band limit would be \$480.00 and higher median band limit would be \$780.00.						
(Median 4)	For the Business Analyst Resource Category, the year 2 median would be \$620.00. The lower median band limit would be \$496.00 and higher median band limit would be \$806.00.						
(Median 5)	For the Project Manager Resource Category, the year 1 median would be \$700.00. The lower median band limit would be \$560.00 and higher median band limit would be \$910.00.						
(Median 6)	For the Project Manager Resource Category, the year 2 median would be \$800.00. The lower median band limit would be \$640.00 and higher median band limit would be \$1,040.00.						
STEP 2 - Points Allocation:							
Bidder 1:							

Programmer Year 1 =	75 points (lowest rate within the lower and upper median band limits)
Programmer Year 2 =	75 points (lowest rate within the lower and upper median band limits)
Business Analyst Year 1 =	50 points (lowest rate within the lower and upper median band limits)
Business Analyst Year 2 =	50 points (lowest rate within the lower and upper median band limits)
Project Manager Year 1 =	0 points (outside the lower and higher median band limits)
Project Manager Year 2 =	22.22 points (based on the following calculation = (Lowest rate of \$800.00 / Bidder's proposed rate of \$900.00) Multiplied by 25 pts)
Bidder 2:	
Programmer Year 1 =	71.43 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$420.00) Multiplied by 75 pts)
Programmer Year 2 =	66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) Multiplied by 75 pts)
Business Analyst Year 1 =	50 points (lowest price within the lower and upper median band limits)
Business Analyst Year 2 =	48.39 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$620.00) Multiplied by 50 pts)
Project Manager Year 1 =	23.33 points (based on the following calculation = (Lowest rate of \$700.00 / Bidder's proposed rate of \$750.00) Multiplied by 25 pts)
Project Manager Year 2 =	25 points (lowest price within the lower and upper median band limits)
Bidder 3:	
Programmer Year 1 =	66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) Multiplied by 75 pts)
Programmer Year 2 =	66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) Multiplied by 75 pts)
Business Analyst Year 1 =	46.15 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$650.00) Multiplied by 75 pts)
Business Analyst Year 2 =	0 points (outside the lower and higher median band limits)
Project Manager Year 1 =	25 points (lowest price within the lower and upper median band limits)
Project Manager Year 2 =	25 points (lowest price within the lower and upper median band limits)
STEP 3 - Financial Score:	
Bidder 1:	75 + 75 + 50 + 50 + 0 + 22.22 = Total Financial Score of 272.22 points out of a possible 300 points
Bidder 2:	71.43 + 67.67 + 50 + 48.39 + 23.33 + 25 = Total Financial Score of 284.82 points out of a possible 300 points
Bidder 3:	66.67 + 66.67 + 46.15 + 0 + 25 + 25 = Total Financial Score of 229.49 points out of a possible 300 points

(d) **Financial Evaluation - Method B:** The following financial evaluation method will be used if less than three bids are determined responsive:

- (i) **STEP 1 - AVERAGE COMPARISON:** If up to two contracts may be awarded per Workstream as a result of this bid solicitation, the following Step 1 will be part of the evaluation where there exist only two bids that are determined to be otherwise responsive. If there is only one bid, this step will not occur.

For each bid, the rates provided per Resource Category within a Workstream will be added together, and that total will be divided by the total number of Resource Categories, resulting in a Total Average Rate for each period. Once all the Total Average Rates are

determined, Canada will determine the percentage difference between the two bids Total Average Rates (the Delta Percentage) for each given period using the following formula: Subtract the lower Total Average Rate from the higher Total Average Rate, then divide the result by the lower Total Average Rate (see example below). In the event that a Delta Percentage is greater than 30% for any given period, the bid that contained the higher Total Average Rate that generated that Delta Percentage will be considered non-responsive.

TABLE 3 - EXAMPLE OF THE AVERAGE COMPARISON IN METHOD B:

STEP 1				
Resource Category	Bidder 1		Bidder 2	
	Year 1	Year 2	Year 1	Year 2
Programmer	\$800.00	\$800.00	\$850.00	\$900.00
Business Analyst	\$1,000.00	\$1,000.00	\$1,400.00	\$1,650.00
Project Manager	\$1,200.00	\$1,200.00	\$1,300.00	\$1,650.00
Total	\$3,000.00	\$3,000.00	\$3,550.00	\$4,200.00
Total Average Rate (Total divided by 3 Resource Categories)	\$1,000.00	\$1,000.00	\$1,183.33	\$1,400.00
lower	\$1,000.00	\$1,000.00		
higher			\$1,183.33	\$1,400.00
higher minus lower divided by lower equals a Delta Percentage			18.3%	40%
In the above example, Bidder 2 would be considered non-responsive because its bid contained a higher Total Average Rate that generated a Delta Percentage greater than 30%.				

- (ii) **STEP 2 - POINTS ALLOCATION:** For each period and each Resource Category of each Workstream, points will be allocated as follows:

- (A) Points will be established based on the following calculation, with points rounded to two decimal places:

$$\frac{\text{Lowest proposed firm per diem rate}}{\text{Bidder's proposed firm per diem rate}} \times \text{Maximum Points Assigned at Table 4 below}$$

The Bidder with the lowest proposed firm per diem rate will be allocated the applicable maximum points assigned at Table 4 below.

TABLE 4 - MAXIMUM POINTS ASSIGNED Workstream 1				
RESOURCE CATEGORIES	INITIAL (3 YEARS) CONTRACT PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	TOTAL POINTS
Business Analyst (Level 3)	300	100	100	500
Business Architect (Level 3)	300	100	100	500
Business Continuity/Disaster Recovery Specialist (Level 2)	150	50	50	250
Business Process Re-engineering (BPR) Consultant (Level 2)	150	50	50	250
Business Transformation Architect (Level 3)	450	150	150	750
Technical Writer (Level 3)	300	100	100	500
Organizational Development Consultant – (Level 3)	450	150	150	750
Risk Management Specialist (Level 2)	300	100	100	500
Total	2400	800	800	4000

TABLE 4 - MAXIMUM POINTS ASSIGNED Workstream 2				
RESOURCE CATEGORIES	INITIAL (3 YEARS) CONTRACT PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	TOTAL POINTS
IT Security Methodology, Policy and Procedures Analyst (Level 3)	150	50	50	250
IT Security TRA and C&A Analyst (Level 3)	600	200	200	1000
IT Security Engineer (Level 3)	150	50	50	250
Incident Management Specialist (Level 3)	150	50	50	250
Total	1050	350	350	1750

- (iii) **STEP 3 - FINANCIAL SCORE:** Points allocated under STEP 2, for each period and each Resource Category, will be added together and rounded to two decimal places to produce the Financial Score.

(e) **Substantiation of Professional Services Rates**

In Canada's experience, bidders will from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. When evaluating the rates bid for professional services, Canada may, but will have no obligation to, require price support in accordance with this Article. If Canada requests price support, it will be requested from all otherwise responsive bidders who have proposed a rate that is at least 20% lower than the median rate bid by all responsive bidders for the relevant resource category or categories. If Canada requests price support, the Bidder must provide the following information:

- (i) an invoice (referencing a contract serial number or other unique contract identifier) that shows that the Bidder has provided and invoiced a customer (with whom the Bidder deals at arm's length) for services performed for that customer similar to the services that would

be provided in the relevant resource category, where those services were provided for at least three months within the eighteen months before the date of this request for rate substantiation, and the fees charged were equal to or less than the rate offered to Canada;

- (ii) in relation to the invoice in (i), evidence from the Bidder's customer that the services identified in the invoice include at least 50% of the tasks listed in the Statement of Work for the category of resource being assessed for an unreasonably low rate. This evidence must consist of either a copy of the contract (which must describe the services to be provided and demonstrate that at least 50% of the tasks to be performed are the same as those to be performed under the Statement of Work in this bid solicitation) or the customer's signed certification that the services subject to the charges in the invoice included at least 50% of the same tasks to be performed under the Statement of Work in this bid solicitation; and
- (iii) in respect of each contract for which an invoice is submitted as substantiation, a résumé for the resource that provided the services under that contract that demonstrates that, in relation to the resource category for which the rates are being substantiated, the resource would meet the mandatory requirements and achieve any required pass mark for any rated criteria; and
- (iv) the name, telephone number and, if available, e-mail address of a contact person at the customer who received each invoice submitted under (i), so that Canada may verify any information provided by the Bidder.

Once Canada requests substantiation of the rates bid for any resource category, it is the sole responsibility of the Bidder to submit information (as described above and as otherwise may be requested by Canada, including information that would allow Canada to verify information with the resource proposed) that will allow Canada to determine whether it can rely, with confidence, on the Bidder's ability to provide the required services at the rates bid. If Canada determines that the information provided by the Bidder does not adequately substantiate the unreasonably low rates, the bid will be declared non-responsive.

(f) **Formulae in Pricing Tables**

If the pricing tables provided to bidders include any formulae, Canada may re-input the prices provided by bidders into a fresh table, if Canada believes that the formulae may no longer be functioning properly in the version submitted by a bidder.

4.4 Basis of Selection

(a) **Evaluation of Bid – Multiple Contracts Awarded for Multiple Workstreams**

Selection Process: The following selection process will be conducted for each Workstream:

- (i) A bid must comply with the requirements of the bid solicitation, meet all mandatory evaluation criteria and obtain the required pass marks for the point rated criteria identified in this bid solicitation to be declared responsive.
- (ii) The responsive bid that obtains the highest Total Bidder Score will be recommended for award of a contract. For any given Bidder, the greatest possible Total Technical Score is 60 while the greatest possible Total Financial Score is 40.

- (A) Calculation of Total Technical Score: For each Workstream, the Total Technical Score will be computed for each responsive bid by converting the Technical

Score obtained for the point-rated technical criteria using the following formula, rounded to two decimal places:

$$\frac{\text{Technical Score}}{\text{Maximum Technical Points (Bidders, please refer to the maximum technical points for each Workstream at Attachment 4.1)}} \times 60 = \text{Total Technical Score}$$

- (B) Calculation of Total Financial Score: For each Workstream the Total Financial Score will be computed for each responsive bid by converting the Financial Score obtained for the financial evaluation using the following formula rounded to two decimal places:

$$\frac{\text{Financial Score}}{\text{Total Maximum Points Assigned (Bidders, please refer to the total maximum points assigned for each Workstream)}} \times 40 = \text{Total Financial Score}$$

- (C) Calculation of the Total Bidder Score: For each Workstream the Total Bidder Score will be computed for each responsive bid in accordance with the following formula:

$$\text{Total Technical Score} + \text{Total Financial Score} = \text{Total Bidder Score}$$

- (iii) In the event of identical Total Bidder Scores occurring within a given Workstream, then the bid with the highest Total Technical Score will become the top-ranked bidder.

- (b) **Contract Funding Allocation:** Where for a Workstream more than one contract is awarded, each contract issued for that particular Workstream will be issued with an amount of funding specified in the article titled "Limitation of Expenditure" calculated based on the following:

- (i) when one contract is awarded, the amount of the Limitation of Expenditure will be determined at Canada's discretion;
- (ii) where two contracts are awarded, the amount of the Limitation of Expenditure of each contract will be determined in accordance with the following:
 - (A) the Bidder with the highest Total Bidder Score will receive 55% of the funding initially allocated to that Workstream; and
 - (B) the Bidder with the next highest Total Bidder Score will receive 45% of the funding initially allocated for that Workstream.
- (iii) where three contracts are awarded, the amount of the Limitation of Expenditure of each contract will be determined in accordance with the following:
 - (A) the Bidder with the highest Total Bidder Score will receive 45% of the funding initially allocated to that Workstream;
 - (B) the Bidder with the next highest Total Bidder Score will receive 30% of the funding initially allocated for that Workstream; and
 - (C) the Bidder with the next highest Total Bidder Score will receive 25% of the funding initially allocated for that Workstream.

ATTACHEMENT 4.1 BID EVALUATION CRITERIA

Workstream 1 – Business Management

1.1 Corporate Mandatory Evaluation Criteria

Criteria ID	Mandatory Criteria	Bidder's Response																			
		Substantiation of Technical Compliance	Reference to Additional Documentation within the Bid																		
M.1	<p>The Bidder must have demonstrated contract experience in delivering informatics professional services supplying all resource categories listed in the table below for the required minimum billable days per Resource Category. Billable days are defined as days worked and billed to clients, calculated at 7.5 hours or more per day.</p> <table><tr><td>Resource Category</td><td>Minimum Billable Days</td></tr><tr><td>B.1 Business Analyst</td><td>825</td></tr><tr><td>B.2 Business Architect</td><td>825</td></tr><tr><td>B.4 Business Continuity/Disaster Recovery Specialist</td><td>275</td></tr><tr><td>B.5 Business Process Re-engineering (BPR) Consultant</td><td>825</td></tr><tr><td>B.7 Business Transformation Architect</td><td>825</td></tr><tr><td>B.14 Technical Writer</td><td>825</td></tr><tr><td>P.4 Organizational Development Consultant</td><td>825</td></tr><tr><td>P.12 Risk Management Specialist</td><td>275</td></tr></table> <p>To be accepted, the Bidder must demonstrate the following:</p> <p>(a) The services demonstrated were provided under a maximum of 5 contracts; If more than 5 contracts are provided, only the first 5 will be considered.</p> <p>(b) Each of the identified contract must have been awarded within the 5 years prior to the solicitation posting date; and</p> <p>(c) The work delivered under each Resource Category must include at least 50% of the associated tasks listed in the Statement of Work at Annex A of this bid solicitation for that resource category.</p>	Resource Category	Minimum Billable Days	B.1 Business Analyst	825	B.2 Business Architect	825	B.4 Business Continuity/Disaster Recovery Specialist	275	B.5 Business Process Re-engineering (BPR) Consultant	825	B.7 Business Transformation Architect	825	B.14 Technical Writer	825	P.4 Organizational Development Consultant	825	P.12 Risk Management Specialist	275	The Bidder's substantiation of technical compliance with Criteria ID M.1 must be demonstrated by completing Attachment 4.2.	
Resource Category	Minimum Billable Days																				
B.1 Business Analyst	825																				
B.2 Business Architect	825																				
B.4 Business Continuity/Disaster Recovery Specialist	275																				
B.5 Business Process Re-engineering (BPR) Consultant	825																				
B.7 Business Transformation Architect	825																				
B.14 Technical Writer	825																				
P.4 Organizational Development Consultant	825																				
P.12 Risk Management Specialist	275																				

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.
638el

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

1.2 Corporate Point-Rated Evaluation Criteria

Criteria ID	Criteria	Max Points	Bidder's Response		Reference to Additional Documentation within the Bid
			Substantiation of Technical Compliance		
R.1	<p>The Bidder should demonstrate its billable days experience in excess of the minimum billable days required in Criteria ID M.1.</p> <p>The Bidder's demonstrated Total Billable Days provided in response to Criteria ID M.1, using the response templates in Attachment 4.2, will be used to evaluate this criterion. The Bidder will be awarded points for billable days in excess of the minimum billable days identified in the table of Criteria ID M.1, as demonstrated in the example evaluation scenario below.</p>	100	<p>The Bidder's substantiation of technical compliance with Criteria ID R.1 should be demonstrated using the response templates in Attachment 4.2, completed by the Bidder to substantiate its compliance with Criteria ID M.1. Any referenced contract that does not meet the requirements established in Criteria ID M.1 will not be considered.</p> <p>Criteria ID R.1 will be evaluated using the information contained in the completed response templates in Attachment 4.2. The Bidder must not submit additional contracts to demonstrate its compliance with Criteria ID R.1.</p>		
Example Evaluation Scenario for Criteria ID R.1					
Resource Category	BILLABLE DAYS				
	(A)	(B)	(C)	(D)	
	BILLABLE DAYS PROVIDED BY BIDDER	MINIMUM BILLABLE DAYS IDENTIFIED UNDER M1	BIDDER EXCESS	BIDDER % INCREASE TO A MAXIMUM OF 100 (D)=(C)/(B)*100	
B.1 Business Analyst	1100	825	275	33	
B.2 Business Architect	1,155	825	330	40	
B.4 Business Continuity/Disaster Recovery Specialist	500	275	225	82	
B.5 Business Process Re-engineering (BPR) Consultant	1125	825	300	36	
B.7 Business Transformation Architect	1250	825	425	52	
B.14 Technical Writer	1200	825	375	45	
P.4 Organizational Development Consultant	1350	825	525	64	
P.12 Risk Management Specialist	435	275	160	58	
BIDDER SCORE = SUM OF (D) FOR ALL 8 CATEGORIES / 8					51
In this example, the Bidder would score 51 points out of a possible 100 points.					

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

Criteria ID	Criteria	Max Points	Bidder's Response	
			Substantiation of Technical Compliance	Reference to Additional Documentation within the Bid
R.2	<p>The Bidder should demonstrate its billable days experience in dollar values by using the response templates in Attachment 4.2. The Bidder's demonstrated Total Billable Days provided in response to Criteria ID M.1 will be used to evaluate this criterion.</p> <p>The Bidder will be awarded points as follows for the sum of value of total billable days demonstrated:</p> <p>\$3 million to < \$6 million - 5 points \$6 million to < \$9 million - 10 points \$9 million to < \$12 million - 15 points \$12 million to < \$15 million - 20 points \$15 million and over- 25 points</p>	25	<p>The Bidder's substantiation of technical compliance with Criteria ID R.2 should be demonstrated using the response templates in Attachment 4.2, completed by the Bidder to substantiate its compliance with Criteria ID M.1. Any referenced contract that does not meet the requirements established in Criteria ID M.1 will not be considered.</p> <p>Criteria ID R.2 will be evaluated using the information contained in the completed response templates in Attachment 4.2. The Bidder must not submit additional contracts to demonstrate its compliance with Criteria ID R.2.</p>	
Bidder's Score				
Bidder's Total Score of R1 and R2				
MAX. AVAILABLE POINTS		125		
MIN. POINTS REQUIRED		88		
Note: Bids that do not meet the above minimum score of 88 points will not be evaluated further.				

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

Workstream 2 – IT Security

2.1 Corporate Mandatory Evaluation Criteria

Criteria ID	Mandatory Criteria	Bidder's Response											
		Substantiation of Technical Compliance	Reference to Additional Documentation within the Bid										
M.1	<p>The Bidder must have demonstrated contract experience in delivering informatics professional services supplying all resource categories listed in the table below for the required minimum billable days per Resource Category. Billable days are defined as days worked and billed to clients, calculated at 7.5 hours or more per day.</p> <table><tr><th>Resource Category</th><th>Minimum Billable Days</th></tr><tr><td>C.2 IT Security Methodology, Policy and Procedures Analyst</td><td>300</td></tr><tr><td>C.3 IT Security TRA and C&A Analyst</td><td>950</td></tr><tr><td>C.6 IT Security Engineer</td><td>825</td></tr><tr><td>C.12 Incident Management Specialist</td><td>825</td></tr></table> <p>To be accepted, the Bidder must demonstrate the following:</p> <p>(a) The services demonstrated were provided under a maximum of 5 contracts; if more than 5 contracts are provided, only the first 5 will be considered.</p> <p>(b) Each of the identified contract must have been awarded within the 5 years prior to the solicitation posting date; and</p> <p>(c) The work delivered under each Resource Category must include at least 50% of the associated tasks listed in the Statement of Work at Annex A of this bid solicitation for that resource category.</p>	Resource Category	Minimum Billable Days	C.2 IT Security Methodology, Policy and Procedures Analyst	300	C.3 IT Security TRA and C&A Analyst	950	C.6 IT Security Engineer	825	C.12 Incident Management Specialist	825	The Bidder's substantiation of technical compliance with Criteria ID M.1 must be demonstrated by completing Attachment 4.2.	
Resource Category	Minimum Billable Days												
C.2 IT Security Methodology, Policy and Procedures Analyst	300												
C.3 IT Security TRA and C&A Analyst	950												
C.6 IT Security Engineer	825												
C.12 Incident Management Specialist	825												

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

2.2 Corporate Point-Rated Evaluation Criteria

Criteria ID	Criteria	Max Points	Bidder's Response		Reference to Additional Documentation within the Bid
			Substantiation of Technical Compliance		
R.1	<p>The Bidder should demonstrate its billable days experience in excess of the minimum billable days required in Criteria ID M.1.</p> <p>The Bidder's demonstrated Total Billable Days provided in response to Criteria ID M.1, using the response templates in Attachment 4.2, will be used to evaluate this criterion.</p> <p>The Bidder will be awarded points for billable days in excess of the minimum billable days identified in the table of Criteria ID M.1, as demonstrated in the example evaluation scenario below.</p>	100	<p>The Bidder's substantiation of technical compliance with Criteria ID R.1 should be demonstrated using the response templates in Attachment 4.2, completed by the Bidder to substantiate its compliance with Criteria ID M.1. Any referenced contract that does not meet the requirements established in Criteria ID M.1 will not be considered.</p> <p>Criteria ID R.1 will be evaluated using the information contained in the completed response templates in Attachment 4.2. The Bidder must not submit additional contracts to demonstrate its compliance with Criteria ID R.1.</p>		
Example Evaluation Scenario for Criteria ID R.1					
Resource Category	BILLABLE DAYS				
	(A)	(B)	(C)	(D)	
	BILLABLE DAYS PROVIDED BY BIDDER	MINIMUM BILLABLE DAYS IDENTIFIED UNDER M1	BIDDER EXCESS	BIDDER % INCREASE TO A MAXIMUM OF 100	
			$(C)=(A)-(B)$	$(D)=(C)/(B)*100$	
C.2 IT Security Methodology, Policy and Procedures Analyst	450	300	150	50	
C.3 IT Security TRA and C&A Analyst	1500	950	550	58	
C.6 IT Security Engineer	950	825	125	15	
C.12 Incident Management Specialist	1200	825	375	45	
BIDDER SCORE = SUM OF (D) FOR ALL 4 CATEGORIES / 4					42
In this example, the Bidder would score 42 points out of a possible 100 points.					

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

Criteria ID	Criteria	Max Points	Bidder's Response	
			Substantiation of Technical Compliance	Reference to Additional Documenta
R.2	<p>The Bidder should demonstrate its total billable days experience (in dollar values) by using the response templates in Attachment 4.2.</p> <p>The Bidder's demonstrated Total Billable Days provided in response to Criteria ID M.1 will be used to evaluate this criterion.</p> <p>The Bidder will be awarded points as follows for the sum of value of total billable days demonstrated:</p> <p>\$3 million to < \$6 million - 5 points \$6 million to < \$9 million - 10 points \$9 million to < \$12 million - 15 points \$12 million to < \$15 million - 20 points \$15 million and over- 25 points</p>	25	<p>The Bidder's substantiation of technical compliance with Criteria ID R.2 should be demonstrated using the response templates in Attachment 4.2, completed by the Bidder to substantiate its compliance with Criteria ID M.1. Any referenced contract that does not meet the requirements established in Criteria ID M.1 will not be considered.</p> <p>Criteria ID R.2 will be evaluated using the information contained in the completed response templates in Attachment 4.2. The Bidder must not submit additional contracts to demonstrate its compliance with Criteria ID R.2.</p>	
R.3	<p>The Bidder should demonstrate its contract experience in delivering Cyber Protection Services as described in Stream 6 of TBIPS.</p> <p>To be accepted, the bidder must submit a summary of each contract that outlines the scope and key responsibilities. For each contract identified, the Bidder must have provided at least 5 resources simultaneously for a period of at least 3 consecutive months within the last 5 years prior to the solicitation posting date.</p>	100	<p>0 points if there are no contracts demonstrating this experience</p> <p>10 points for each contract meeting this criterion, up to a maximum of 100 points.</p>	
Bidder's Score				
Bidder's Total Score of R1,R2 and R3				
MAX. AVAILABLE POINTS				
MIN. POINTS REQUIRED				
Note: Bids that do not meet the above minimum score of 157 points will not be evaluated further.				

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638ei

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638eiE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

ATTACHMENT 4.2

BIDDER RESPONSE TEMPLATES

1. BIDDER RESPONSE TEMPLATE FOR BILLABLE DAYS

WORKSTREAM 1 – BUSINESS MANAGEMENT

The billable days occurred within a five-year period starting on date: / / and ending on date: / / (dd/mm/yyyy) (dd/mm/yyyy)

RESOURCE CATEGORY	Cross-Reference to Contract Reference #	Cross-Reference to Contract Reference #	Cross-Reference to Contract Reference #	Cross-Reference to Contract Reference #	Total Billable Days	Dollar Value of Total Billable Days
B.1 Business Analyst						
B.2 Business Architect						
B.4 Business Continuity/Disaster Recovery Specialist						
B.5 Business Process Re-engineering (BPR) Consultant						
B.7 Business Transformation Architect						
B.14 Technical Writer						
P.4 Organizational Development Consultant						
P.12 Risk Management Specialist						
Total:						

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.
638el

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

2. BIDDER RESPONSE TEMPLATE FOR CORPORATE REFERENCES

REPLICATE THE FOLLOWING FORM AS REQUIRED

CLIENT REFERENCE FORM	
WORKSTREAM <insert workstream number and workstream name>>	
	Bidder Name
	Bidder Assigned Contract Reference Number
Customer Contact Information	Name of Organization
	Project Title
	Client Contact Name and Title
	Contact Information (telephone and email)
Project Details	Project Value to Bidder
	Project start and end date (mm/yyyy to mm/yyyy) of the Bidder's time on the project
	Project Description
Resource Category Substantiation	
A. Resource Category Name (as it appears in the Referenced Contract)	
B. List of tasks for the Resource Category named in A above	
The Bidder is requested to cross-reference its response to Rows (A) and (B) to the number of tasks identified in the SOW in Annex A for the workstream and resource category being evaluated. The substantiation must not simply be a repetition of the tasks, but must explain responsibilities and demonstrate how the Bidder carried out the work while performing the tasks.	

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.
638el

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

2. BIDDER RESPONSE TEMPLATE FOR CORPORATE REFERENCES

REPLICATE THE FOLLOWING FORM AS REQUIRED

WORKSTREAM <<insert workstream number and workstream name>>	
Customer Contact Information	Bidder Name
	Bidder Assigned Contract Reference Number
	Name of Organization
	Project Title
	Client Contact Name and Title
Project Details	Contact Information (telephone and email)
	Project Value to Bidder
	Project start and end date (mm/yyyy to mm/yyyy) of the Bidder's time on the project
	Project Description
Resource Category Substantiation	
C. Resource Category Name (as it appears in the Referenced Contract)	
D. List of tasks for the Resource Category named in A above	
<i>The Bidder is requested to cross-reference its response to Rows (A) and (B) to the number of tasks identified in the SOW in Annex A for the workstream and resource category being evaluated. The substantiation must not simply be a repetition of the tasks, but must explain responsibilities and demonstrate how the Bidder carried out the work while performing the tasks.</i>	

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

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

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

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

5.1 Certifications Precedent to Contract Award and Additional Information

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

(a) Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "[FCP Limited Eligibility to Bid](http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml)" list (http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml) available from Employment and Social Development Canada (ESDC) - Labour's website.

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml)" list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml)" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed Attachment 5.1, Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed Attachment Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

5.2 Additional Certifications Precedent to Contract Award

(a) Submission of Only One Bid

By submitting a bid, the Bidder is certifying that it does not consider itself to be related to any other bidder.

ATTACHMENT 5.1

FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY - CERTIFICATION

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

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\) - Labour's](#) website.

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

Complete both A and B.

A. Check only one of the following:

- ☐ A1. The Bidder certifies having no work force in Canada.
- ☐ A2. The Bidder certifies being a public sector employer.
- ☐ A3. The Bidder certifies being a federally regulated employer being subject to the [Employment Equity Act](#).
- ☐ A4. The Bidder certifies having a combined work force in Canada of less than 100 employees (combined work force includes: permanent full-time, permanent part-time and temporary employees [temporary employees only includes those who have worked 12 weeks or more during a calendar year and who are not full-time students]).
- A5. The Bidder has a combined workforce in Canada of 100 or more employees; and
- ☐ A5.1 The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour.

OR

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

B. Check only one of the following:

- ☐ B1. The Bidder is not a Joint Venture.

OR

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

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirement

- (a) Before award of a contract, the following conditions must be met:
 - (i) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
 - (ii) the Bidder's proposed location of work performance and document safeguarding must meet the security requirement as indicated in Part 7 – Resulting Contract Clauses;
 - (iii) the Bidder must provide the address(es) of proposed site(s) or premises of work performance and document safeguarding as indicated in Part 3 – Section IV, Additional Information.
- (b) Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful Bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.
- (c) For additional information on security requirements, Bidders should refer to the Industrial Security Program (ISP) of Public Works and Government Services Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.
- (d) In the case of a joint venture bidder, each member of the joint venture must meet the security requirements.

6.2 Financial Capability

- (a) SACC Manual clause A9033T (2012-07-16) Financial Capability applies, except that subsection 3 is deleted and replaced with the following: "If the Bidder is a subsidiary of another company, then any financial information required by the Contracting Authority in 1(a) to (f) must be provided by each level of parent company, up to and including the ultimate parent company. The financial information of a parent company does not satisfy the requirement for the provision of the financial information of the Bidder; however, if the Bidder is a subsidiary of a company and, in the normal course of business, the required financial information is not generated separately for the subsidiary, the financial information of the parent company must be provided. If Canada determines that the Bidder is not financially capable but the parent company is, or if Canada is unable to perform a separate assessment of the Bidder's financial capability because its financial information has been combined with its parent's, Canada may, in its sole discretion, award the contract to the Bidder on the condition that the parent company grant a performance guarantee to Canada."
- (b) In the case of a joint venture bidder, each member of the joint venture must meet the financial capability requirements.

PART 7 - RESULTING CONTRACT CLAUSES

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

7.1 Requirement

- (a) _____ (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with, and at the prices set out in, the Contract. This includes providing professional services as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.
- (b) **Client:** Under the Contract, the "**Client**" is _____.
- (c) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- (d) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

7.2 Task Authorization

- (a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Allocation of Task Authorizations:** More than one contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:
 - (i) At the time this series of contracts was awarded, each contractor was allocated an amount of funding as specified in the Limitation of Expenditure in respect of Task Authorizations based on the evaluation process described in the bid solicitation that resulted in the award of this series of contracts.
 - (ii) Canada will use a rotational method to allocate the draft Task Authorizations, where the rotation is based on the amount of funding remaining under each of the respective contracts.
 - (iii) Canada will send the first draft Task Authorization to the contractor with the greatest value of funding under its contract. If more than one contractor has the same value, it will be assigned to the contractor ranked first as determined under the evaluation process in the bid solicitation that resulted in the award of this series of contracts.

- (iv) The contractor sent a draft TA will have the time set out further below under the sub-paragraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.
- (v) If the contractor to whom the draft TA is first sent either fails to respond on time or confirms in writing that it refuses to perform the task, the draft TA will then be forwarded to the contractor with the next-greatest balance remaining of allocated funding. In the event that Canada determines the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, Canada will send the draft TA to the contractor with the next greatest balance remaining of allocation funding.
- (vi) The process of sending out a draft TA to the contractor with the greatest balance remaining will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.
- (vii) Once the Task Authorization is issued, for the purposes of calculations for the allocation of Task Authorizations, the value of that Task Authorization (and the value of any subsequent amendment to that TA) will be subtracted from the funding allocated to that contractor.
- (viii) When the next requirement to perform a task is identified, it will be sent to the contractor with the greatest balance remaining of allocated funding. If more than one contractor has the greatest balance remaining of allocated funds (i.e., several contractors have equal amounts of allocated funding), the draft TA will be sent to the contractor among them that ranked highest under the bid solicitation evaluation process. If any contract in this series of contracts is amended to add funding for Task Authorizations, all the remaining contracts (i.e., all contracts that have not previously been terminated) will be amended to add funding in amounts proportionate to the funding initially provided under each contract for Task Authorizations (e.g., if three contracts were awarded with \$2M, \$1M and \$750,000 in funding for Task Authorizations respectively, and \$200,000 is added to the first contract, then \$100,000 will be added to the second contract and \$75,000 will be added to the third).
- (c) **Assessment of Resources Proposed at TA Stage:** Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A,B, C and D of Annex A.
- (d) **Form and Content of draft Task Authorization:**
 - (i) The Technical Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Appendix B.
 - (ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information:
 - (A) the task number;
 - (B) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
 - (C) the details of any financial coding to be used;
 - (D) the categories of resources and the number required;
 - (E) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
 - (F) the start and completion dates;

- (G) milestone dates for deliverables and payments (if applicable);
 - (H) the number of person-days of effort required;
 - (I) whether the work requires on-site activities and the location;
 - (J) the language profile of the resources required;
 - (K) the level of security clearance required of resources;
 - (L) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
 - (M) any other constraints that might affect the completion of the task.
- (e) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the Technical Authority, within 2 working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.
- (f) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**
To be validly issued, a TA must include the following signatures:
- (i) for any TA, inclusive of revisions, with a value less than or equal to \$300,000 (excluding Applicable Taxes), the TA must be signed by the Technical Authority; and
 - (ii) for any TA with a value greater than this amount, a TA must be signed by the Technical Authority and Contracting Authority.
- Any TA that does not bear the appropriate signature(s) is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's ability to issue TA's at any time, or reduce the dollar value threshold described in sub-article (i) above; any suspension or reduction notice is effective upon receipt.
- (g) **Periodic Usage Reports:**
- (i) The Contractor must compile and maintain records on its provision of services to the federal government under Task Authorizations validly issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.
 - (ii) The quarterly periods are defined as follows:
 - (A) 1st quarter: April 1 to June 30;

- (B) 2nd quarter: July 1 to September 30;
- (C) 3rd quarter: October 1 to December 31; and
- (D) 4th quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 10 calendar days after the end of the reporting period.

- (iii) Each report must contain the following information for each validly issued TA (as amended):
 - (A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;
 - (B) a title or a brief description of each authorized task;
 - (C) the name, Resource category and level of each resource involved in performing the TA, as applicable;
 - (D) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;
 - (E) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
 - (F) the start and completion date for each authorized task; and
 - (G) the active status of each authorized task, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).
- (iv) Each report must also contain the following cumulative information for all the validly issued TA's (as amended):
 - (A) the amount, exclusive of Applicable Taxes, specified in the Contract (as last amended, as applicable) as Canada's total liability to the Contractor for all validly issued TA's; and
 - (B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TA's.
- (h) **Refusal of Task Authorizations or Submission of a Response which is not Valid:** The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. For greater clarity, each draft TA, which is identifiable by its task number, will only count as one instance. A valid response is one that is submitted within the required time period and meets all requirements of the draft TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the draft TA at pricing not exceeding the rates set out in Annex B.
- (i) **Consolidation of TA's for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TA's for administrative purposes.

7.3 Minimum Work Guarantee

- (a) In this clause,
- (i) **"Maximum Contract Value"** means the amount specified in the **"Limitation of Expenditure"** clause set out in the Contract (excluding Applicable Taxes); and
 - (ii) **"Minimum Contract Value"** means \$20,000.00.
- (b) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
- (c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- (d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract
- (i) for default;
 - (ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
 - (iii) for convenience within ten business days of Contract award.

7.4 Standard Clauses and Conditions

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

(a) **General Conditions:**

- (i) 2035 (2016-04-04), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

- 4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
- 5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
 - (a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Revenue Guarantee, or due to the Contractor as of the date of termination, or
 - (b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
- 6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

to Canada the portion of any advance payment that is unliquidated at the date of the termination.

(b) **Supplemental General Conditions:**

The following Supplemental General Conditions:

- (i) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

apply to and form part of the Contract.

7.5 Security Requirement

The following security requirements (SRCL #9 and related clauses provided by ISP) as set out under Annex "B" to the Supply Arrangement, applies to and forms part of the Contract.

**SECURITY REQUIREMENT FOR CANADIAN SUPPLIER:
PWGSC FILE # COMMON-PS-SRCL#9**

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Designated Organization Screening (DOS) with approved Document Safeguarding at the level of PROTECTED B, issued by the Canadian Industrial Security Directorate, Public Works and Government Services Canada.
2. The Contractor/Offeror personnel requiring access to PROTECTED information, assets or work site(s) must EACH hold a valid RELIABILITY STATUS, granted or approved by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
3. The Contractor MUST NOT utilize its Information Technology systems to electronically process, produce or store PROTECTED information until the CISD/PWGSC has issued written approval. After approval has been granted or approved, these tasks may be performed up to the level of PROTECTED B.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor/Offeror must comply with the provisions of the:
 - a. Security Requirements Check List and security guide (if applicable), attached at Annex C;
 - b. Industrial Security Manual (Latest Edition).

Contractor's Site(s) or Premises Requiring Safeguarding Measures

The Contractor must diligently maintain up-to-date, the information related to the Contractor's and individual(s) site(s) or premises, where safeguarding measures are required in the performance of the Work, for the following address:

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

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

7.6 Contract Period

- (a) **Contract Period:** The "**Contract Period**" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:
- (i) The "**Initial Contract Period**", which begins on the date the Contract is awarded and ends 3 year(s) later; and
 - (ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.
- (b) **Option to Extend the Contract:**
- (i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two additional one-year periods under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.
 - (ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

7.7 Authorities

(a) Contracting Authority

The Contracting Authority for the Contract is:

Name: Lan Mao

Title: Supply Team Leader

Public Works and Government Services Canada

Acquisitions Branch

Directorate: Space, Innovation, and Informatics Projects Directorate

Address: 11 Laurier St., Gatineau, Québec

Telephone: 819-420-2074

E-mail address: lan.mao@pwgsc-tpsgc.gc.ca

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

(b) Technical Authority

The Technical Authority for the Contract is: ***(To be completed at contract award)***

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone: _____

Facsimile: _____

E-mail address: _____

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

(c) **Contractor's Representative (*To be completed at contract award*)**

Name: _____
Title: _____
Telephone: _____
E-mail address: _____

7.8 Proactive Disclosure of Contracts with Former Public Servants

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

7.9 Payment

(a) **Basis of Payment**

- (i) **Professional Services provided under a Task Authorization with a Maximum Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- (ii) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.
- (iii) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the general conditions, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.

(b) **Limitation of Expenditure – Cumulative Total of all Task Authorizations**

- (i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the amount set out on page 1 of the Contract, less any Applicable taxes. With respect to the amount set out on page 1 of the Contract, Customs duties are excluded and Applicable Taxes are included.
- (ii) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- (iii) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
- (A) when it is 75 percent committed, or

- (B) 4 months before the contract expiry date, or
 - (C) As soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
- (i) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.
- (c) **Method of Payment for Task Authorizations with a Maximum Price:**

For each Task Authorization validly issued under the Contract that contains a maximum price:

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

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contract must repay any overpayment, at Canada's request.
- (e) **No Responsibility to Pay for Work not performed due to Closure of Government Offices**
 - (i) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.
 - (ii) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises

7.10 Invoicing Instructions

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.
- (c) By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- (d) The Contractor must provide the original and two copies of each invoice to the Technical Authority, and a copy to the Contracting Authority.

7.11 Certifications

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

7.12 Federal Contractors Program for Employment Equity - Default by Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.13 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

7.14 Priority of Documents

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

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental General Conditions, in the following order:
 - (i) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;
- (c) General Conditions 2035 (2016-04-04), Higher Complexity - Services;
- (d) Annex A, Statement of Work - Annex A including its Appendices as follows:
 - (i) Appendix A to Annex A - Tasking Assessment Procedure;
 - (ii) Appendix B to Annex A - Task Authorization (TA) Form;
 - (iii) Appendix C to Annex A - Resource Assessment Criteria and Response Table;
 - (iv) Appendix D to Annex A - Certifications at the TA stage;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List
- (g) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any); and
- (h) the Contractor's bid dated _____, as clarified on _____ or as amended _____.

7.15 Foreign Nationals (Canadian Contractor)

- (a) SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor)

Note to Bidders: *Either this clause or the one that follows, whichever applies (based on whether the successful Bidder is a Canadian Contractor or Foreign Contractor), will be included in any resulting contract.*

7.16 Foreign Nationals (Foreign Contractor)

- (a) SACC Manual clause A2001C (2006-06-16) Foreign Nationals (Foreign Contractor)

7.17 Insurance Requirements

(a) Compliance with Insurance Requirements

- (i) The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
- (ii) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.
- (iii) The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

(b) Commercial General Liability Insurance

- (i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
- (ii) The Commercial General Liability policy must include the following:
 - (A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
 - (B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
 - (C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
 - (D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.

- (E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
- (F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- (G) Employees and, if applicable, Volunteers must be included as Additional Insured.
- (H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- (I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- (J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- (K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
- (M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

(c) **Errors and Omissions Liability Insurance**

- (i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
- (ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (iii) The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

7.18 Limitation of Liability - Information Management/Information Technology

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

(b) **First Party Liability:**

- (i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
 - (A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";
 - (B) physical injury, including death.
- (ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
- (iii) Each of the Parties is liable for all direct damages resulting from any breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of any unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
- (iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.
- (v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
 - (A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
 - (B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.
- (vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

(c) **Third Party Claims:**

- (i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally

determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.

- (ii) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- (iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

7.19 Joint Venture Contractor

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

<p>Note to Bidders: This Article will be deleted if the Bidder awarded the contract is not a joint venture. If the contractor is a joint venture, this clause will be completed with information provided in its bid.</p>
--

7.20 Professional Services - General

- (a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- (b) If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.
- (c) In General Conditions 2035, the Article titled "Replacement of Specific Individuals" is deleted and the following applies instead:

Replacement of Specific Individuals

- (i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of having this knowledge, the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:

- (A) the name, qualifications and experience of a proposed replacement immediately available for Work; and
- (B) security information on the proposed replacement as specified by Canada, if applicable.

The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.

- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:

- (A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or
- (B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

Where an Excusable Delay applies, Canada may require (c) (ii) (B) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order

a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.

- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

7.21 Safeguarding Electronic Media

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

7.22 Representations and Warranties

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

7.23 Access to Canada's Property and Facilities

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

7.24 Identification Protocol Responsibilities

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

- (a) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify themselves as Contractor Representatives prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;
- (b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- (c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

- (d) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.
- (e) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

ANNEX A

STATEMENT OF WORK

1. Objective

The Services Management Sector (SMS) of Public Services and Procurement Canada (PSPC) Chief Information Officer Branch (CIOB) has a requirement for Task-Based Informatics Professional Services (TBIPS), on an "as and when requested" basis, as initiated through Task Authorizations. These services could include work within SMS and other sectors in CIOB.

2. Background

SMS provides CIO Branch leadership and oversight in the areas of strategic planning, service delivery, service delivery frameworks, processes and reporting mechanisms as they relate to:

- The management and delivery of IM/IT services;
- Partnerships between the CIO Branch and partner branches;
- A single point of contact for IM/IT planning, service delivery and management of related issues;
- Project Management; and
- Partner engagement.

3. Requirements

SMS has a requirement for the provision of informatics project management, change management and oversight professional services on an "as and when requested" basis.

3.1. Resource Requirements

3.1.1 Workstream 1 – Business Management

Resource Category	Level of Expertise
B.1 Business Analyst	Level 3
B.2 Business Architect	Level 3
B.4 Business Continuity/Disaster Recovery Specialist	Level 2
B.5 Business Process Re-engineering (BPR) Consultant	Level 2
B.7 Business Transformation Architect	Level 3
B.14 Technical Writer	Level 3
P.4 Organizational Development Consultant	Level 3
P.12 Risk Management Specialist	Level 2

3.1.2 Workstream 2 – IT Security

Resource Category	Level of Expertise
C.2 IT Security Methodology, Policy and Procedures Analyst	Level 3
C.3 IT Security TRA and C&A Analyst	Level 3
C.6 IT Security Engineer	Level 3
C.12 Incident Management Specialist	Level 3

3.2 Tasks and Responsibilities

The following subsections describe the categories of resources that the SMS anticipates requiring and outlines the basic responsibilities for each of the categories.

3.2.1 Workstream 1 – Business Management

B.1 Business Analyst

The responsibilities of the Business Analyst could include but are not limited to:

1. Advise on the development of standards, policies, directives and procedures;
2. Author, edit and ensure quality assurance of documentation;
3. Report progress of the project on an ongoing basis and at scheduled points in the life cycle;
4. Perform transfer of knowledge, through written and verbal methods;
5. Provide training and guidance to team members; and
6. Complete compliance audits

B.2 Business Architect

The responsibilities of the Business Architect could include but are not limited to:

1. Develop policies and rules that allow an organization to carry out its mandate and functional responsibilities and that govern the organization's actual and planned capabilities in terms of computers, data, information, human resources, communication facilities, software and management responsibilities; and
2. Develop the specifications for where, how and why the various organizational components fit together as they do, and how they support the organization's mandate.

B.4 Business Continuity/Disaster Recovery Specialist

The responsibilities of the Business Continuity/Disaster Recovery Specialist could include but are not limited to:

1. Develop and implement business and technology continuity plans;
2. Develop technology and business continuity and disruption recovery strategies;
3. Develop crisis communication planning strategies;
4. Identify past and potential impact resulting from disruptions;
5. Develop techniques to identify and evaluate potential disruptions;
6. Develop and implement backup, replication and redundancy strategies;
7. Develop awareness, training, and communication programs with both internal staff and other stakeholders;
8. Establish coordination activities with internal and external stakeholders and establish actual and potential dependencies; and
9. Develop and implement monitoring activities and performance management.

B.5 Business Process Re-engineering (BPR) Consultant

The responsibilities of the Business Process Re-engineering (BPR) Consultant could include but are not limited to:

1. Review existing work processes and organizational structure;
2. Analyze business functional requirements to identify information, procedures and decision flows;
3. Identify candidate processes for re-design; prototype potential solutions, provide trade-off information and suggest a recommended course of action. Identify the modifications to the automated processes;
4. Provide expert advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options.
5. Provide expert advice in developing and integrating process and information models between processes to eliminate information and process redundancies;
6. Identify and recommend new processes and organizational structures;
7. Provide expert advice and/or assist in implementing new processes and organizational changes;
8. Document workflows; and
9. Use business, workflow and organizational modeling software tools.

B.7 Business Transformation Architect

The responsibilities of the Business Transformation Architect could include but are not limited to:

1. Analysis and development of business success "critical success factors";
2. Analysis and development of architecture requirements design, process development, process mapping and training;
3. Responsible for leading other functional staff to define business strategy and processes in support of transformation and change management activities;
4. Participate in change impact analysis and change management activities;
5. Participate in organizational realignment (job re-design organizational re-structuring);
6. Coordinate development of training and coordination with other stakeholders; and
7. Create presentations and present to various stakeholders, and facilitate meetings and discussions.

B.14 Technical Writer

The responsibilities of the Technical Writer could include but are not limited to:

1. Document help text, user manuals, technical documentation, web page content, etc.
2. Review documentation standards and the existing project documentation.
3. Determine documentation requirements and makes plans for meeting them.
4. Gather information concerning the features and functions provided by the developers.
5. Assess the audience for the documents/manuals which are required and prepare a statement of purpose and scope for each.
6. Develop a table of content for each document/manual and write or edit the required content.
7. Investigate the accuracy of the information collected by making direct use of the material being documented.
8. Prepare or coordinate the preparation of any required illustrations and diagrams.
9. Design the layout of the documents/manuals.
10. Use word-processing, desk-top publishing and graphics software packages to produce final camera-ready copy.

P.4 Organizational Development Consultant

The responsibilities of the Organizational Development Consultant could include but are not limited to:

1. Enable, facilitate, and mediate the evolution of the various organizational or departmental structures toward the organization's or department's desired outcome or structure;
2. Assist with organizational needs assessment and strategic planning to ensure development of human capital to meet business objectives and goals;
3. Provide advice, support and consultation to senior staff, business unit requests, and front line management to achieve strategic initiatives and goals;
4. Research, design, implement and maintain employee development programs including leadership development and other management development programs;
5. Develop and implement processes to measure the effectiveness of development and learning efforts to ensure performance improvements are focused on measurable and attainable results;
6. Serve as an expert resource by collaborating with Human Resources (HR) and business unit executives to ensure clear standards and metrics linked to talent reviews and employee development plans;
7. Develop strategic partnerships with other internal project managers to identify and consult on change management initiatives to support strategic projects requiring organizational culture change;
8. Proactively address and respond to Organizational Development issues by bringing key stakeholders together to assess root causes and performance gaps and recommend appropriate interventions;
9. Practice continuous improvement processes and procedures, eliminating non-value added activities;
10. Conduct focus groups and process improvement sessions as needed;
11. Implement and manage the organization's training to ensure cost effective employee development activities that support the organization's strategic initiatives; and
12. Manage and facilitate organizational initiatives and projects as requested.

P.12 Risk Management Specialist

The responsibilities of the Risk Management Specialist could include but are not limited to:

1. Conduct risk assessments;
2. Identify project risks and overall project risks;
3. Recommend alternative solutions, methodologies and strategies for risk mitigation and management;
4. Produce risk management plans;
5. Conduct risk assessments for troubled projects to quickly assess associated risks and recommend courses of action to minimize inherent risks;
6. Assist in prioritization and assignment of risks;
7. Assist in the development and/or implementation of Risk Management Plans;
8. Manage the implementation of Risk Management Plans to identify, analyze, plan, track and control project risks on a continuous basis throughout the project life cycle; and
9. Coach, mentor and train project teams in risk mitigation techniques.

3.2.2 Workstream 2 – IT Security

C.2 IT Security Methodology, Policy and Procedures Analyst

The responsibilities of the IT Security Methodology, Policy and Procedures Analyst could include but are not limited to:

1. Review, analyze, and/or apply Federal, Provincial or Territorial Government IT Security methodologies, programs, policies, procedures, standards, guidelines, and IT Security Risk Management methodologies.
2. Develop IT Security standards, procedures and guidelines pursuant to the requirements of The National Security Policy, Policy on Government Security, supporting operational standards (e.g., MITS), departmental/agency security policy, and other relevant standards, procedures and guidelines
3. Develop IT Security policy in the areas of IT security and assurance, standard Certification & Accreditation frameworks for IT systems, information infrastructure protection, product evaluation, privacy, Business Continuity Planning, contingency planning and Disaster Response Planning, Research & Development
4. Develop IT Security risk assessment methodologies for application to Government of Canada institutions
5. Develop and deliver training material relevant to the resource category

C.3 IT Security TRA and C&A Analyst

The responsibilities of the IT Security TRA and C&A Analyst could include but are not limited to:

1. Review, analyze, and/or apply Federal, Provincial or Territorial IT Security policies, System IT Security Certification & Accreditation processes, IT Security products, safeguards and best practices, and the IT Security risk mitigation strategies
2. Identify threats to, and vulnerabilities of operating systems (such as MS, Unix, Linux, and Novell), and wireless architectures
3. Identify personnel, technical, physical, and procedural threats to and vulnerabilities of Federal, Provincial or Territorial IT systems
4. Develop reports such as: Data security analysis, Concepts of operation, Statements of Sensitivity (SoSs), Threat assessments, Privacy Impact Assessments (PIAs), Non-technical Vulnerability Assessments, Risk assessments, IT Security threat, vulnerability and/or risk briefings
5. Conduct Certification activities such as: Develop Security Certification Plans, Verify that security safeguards meet the applicable policies and standards, Validate the security requirements by mapping the system-specific security policy to the functional security requirements, and mapping the security requirements through the various stages of design documents, Verify that security safeguards have been implemented correctly and that assurance requirement have been met. This includes confirming that the system has been properly configured, and establishing that the safeguards meet applicable standards, Conduct security testing and evaluation (ST&E) to determine if the technical safeguards are functioning correctly, Assess the residual risk provided by the risk assessment to determine if it meets an acceptable level of risk
6. Conduct Accreditation activities such as: Review of the certification results in the design review documentation by the Accreditation Authority to ensure that the system will operate with an acceptable level of risk and that it will comply with the departmental and system security policies and standards and identify the conditions under which a system is to operate (for approval purposes). This may include the following types of approvals:
 - a. Developmental approval by both the Operational and the Accreditation Authorities to proceed to the next stage in an IT system's life cycle development if sensitive

- information is to be handled by the system during development
- b. Operational written approval for the implemented IT system to operate and process sensitive information if the risk of operating the system is deemed acceptable, and if the system is in compliance with applicable security policies and standards
- c. Interim approval - a temporary written approval to process sensitive information under a set of extenuating circumstances where the risk is not yet acceptable, but there is an operational necessity for the system under development
- 7. Develop and deliver training material relevant to the resource category

C.6 IT Security Engineer

The responsibilities of the IT Security Engineer could include but are not limited to:

1. Review, analyze and/or apply:
 - a. Directory Standards such as X.400, X.500, and SMTP
 - b. Operating Systems such as MS, Unix, Linux, and Novell
 - c. Networking Protocols such as HTTP, FTP, and Telnet
 - d. Secure IT architectures fundamentals, standards, communications and security protocols such as IPSec, IPv6, SSL, and SSH
 - e. IT Security protocols at all layers of the Open Systems Interconnection (OSI) and Transmission Control
 - f. Protocol/Internet Protocol (TCP/IP) stacks
 - g. Domain Name Services (DNS) and Network Time Protocols (NTP)
 - h. Network routers, multiplexers and switches
 - i. Application, host and/or Network hardening and security best practices such as shell scripting, service identification, and access control
 - j. Intrusion detection/prevention systems, malicious code defence, file integrity, Enterprise Security Management and/or firewalls
 - k. Wireless technology
 - l. Cryptographic Algorithms
2. Identify the technical threats to, and vulnerabilities of, networks
3. Manage the IT Security configuration
4. Analyze IT Security tools and techniques
5. Analyze the security data and provide advisories and reports
6. Analyze IT Security statistics
7. Prepare technical reports such as IT Security Solutions option analysis and implementation plans
8. Provide Independent Verification and Validation (IV&V) support to IT Security related projects including:
 - a. IT Security audits, including applicable reports, presentations and other documentation,
 - b. Review of contingency plans, Business Continuity Plans and Disaster Response Plans
 - c. Design/development and conduct IT Security protocols tests and exercises
 - d. Project oversight
9. Develop and deliver training material relevant to the resource category

C.12 Incident Management Specialist

The responsibilities of the Incident Management Specialist could include but are not limited to:

1. Review, analyze, and/or apply:
 - a. Network scanners and vulnerability analysis tools such as SATAN, ISS, Portscan & NMap
 - b. Reporting and resolution procedures for IT Security incidents (for example DOS

- attacks) and International IT Security incident advisory services
- c. Networking Protocols such as HTTP, FTP, Telnet
- d. Internet security protocols such as SSL, S-HTTP, S-MIME, IPSec, SSH
- e. TCP/IP, UDP, DNS, SMTP, SNMP
- f. Intrusion detection systems, firewalls, content checkers and antivirus software
- g. Network infrastructure components, such as multiplexers, routers/hubs, switches
- 2. Provide incident analysis support, including:
 - a. Response mechanisms
 - b. Co-ordination of all prevention and response plans
 - c. Emergency Operations Centre (EOC) activities
 - d. Co-ordination with the national Integrated Threat Assessment Centre and Government Operations Centre
 - e. Participation in the Integrated National Security Framework and National Cyber Security Strategy
- 3. Collect, collate, analyze and disseminate public domain information related to networked computer threats and vulnerabilities, security incidents and incident responses
- 4. Conduct on-site reviews and analysis of system security logs
- 5. Produce system activity reports, logs and incident analysis
- 6. Assist in managing and running an incident response centre
- 7. Complete tasks directly supporting the departmental IT Security and Cyber Protection Program
- 8. Develop and deliver training material relevant to the resource category

4. Deliverables

The Contractor must provide various reports, plans, work breakdown structures, schedules and other related documents as specified in the applicable Task Authorization.

5. Work Location

The services will be required at PSPC locations in the National Capital Region (NCR). Some tasking, with PSPC's direction and approval, may be conducted at the Contractor's premises or other off-site locations.

6. Language

The services will be required in various languages, including English, French and/or bilingual. The language requirements will be identified in each Task Authorization.

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

ANNEX B BASIS OF PAYMENT

Workstream 1 Business Management

INITIAL CONTRACT PERIOD:

Initial Contract Period		
Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 Business Analyst	Level 3	
B.2 Business Architect	Level 3	
B.4 Business Continuity/Disaster Recovery Specialist	Level 2	
B.5 Business Process Re-engineering (BPR) Consultant	Level 2	
B.7 Business Transformation Architect	Level 3	
B.14 Technical Writer	Level 3	
P.4 Organizational Development Consultant	Level 3	
P.12 Risk Management Specialist	Level 2	

OPTION PERIODS:

Option Period 1		
Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 Business Analyst	Level 3	
B.2 Business Architect	Level 3	
B.4 Business Continuity/Disaster Recovery Specialist	Level 2	
B.5 Business Process Re-engineering (BPR) Consultant	Level 2	
B.7 Business Transformation Architect	Level 3	
B.14 Technical Writer	Level 3	
P.4 Organizational Development Consultant	Level 3	
P.12 Risk Management Specialist	Level 2	

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

Option Period 2		
Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 Business Analyst	Level 3	
B.2 Business Architect	Level 3	
B.4 Business Continuity/Disaster Recovery Specialist	Level 2	
B.5 Business Process Re-engineering (BPR) Consultant	Level 2	
B.7 Business Transformation Architect	Level 3	
B.14 Technical Writer	Level 3	
P.4 Organizational Development Consultant	Level 3	
P.12 Risk Management Specialist	Level 2	

Workstream 2 IT Security

INITIAL CONTRACT PERIOD:

Initial Contract Period		
Resource Category	Level of Expertise	Firm Per Diem Rate
C.2 IT Security Methodology, Policy and Procedures Analyst	Level 3	
C.3 IT Security TRA and C&A Analyst	Level 3	
C.6 IT Security Engineer	Level 3	
C.12 Incident Management Specialist	Level 3	

OPTION PERIODS:

Option Period 1		
Resource Category	Level of Expertise	Firm Per Diem Rate
C.2 IT Security Methodology, Policy and Procedures Analyst	Level 3	
C.3 IT Security TRA and C&A Analyst	Level 3	
C.6 IT Security Engineer	Level 3	
C.12 Incident Management Specialist	Level 3	

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

Option Period 2		
Resource Category	Level of Expertise	Firm Per Diem Rate
C.2 IT Security Methodology, Policy and Procedures Analyst	Level 3	
C.3 IT Security TRA and C&A Analyst	Level 3	
C.6 IT Security Engineer	Level 3	
C.12 Incident Management Specialist	Level 3	

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

ANNEX C

SECURITY REQUIREMENTS CHECK LIST

SRCL / LVERS #9



Gouvernement
of Canada

Gouvernement
du Canada

Contract Number / Numéro du contrat

E602R-173104

Security Classification / Classification de sécurité
UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL)

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

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



Government of Canada
Gouvernement du Canada

Contract Number / Numéro du contrat

E602R-173104

Security Classification / Classification de sécurité
UNCLASSIFIED

PART A (continued) / PARTIE A (suite)

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

If Yes, indicate the level of sensitivity:

Dans l'affirmative, indiquer le niveau de sensibilité :

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

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

Document Number / Numéro du document :

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

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

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

Special comments:

Commentaires spéciaux :

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

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

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

If Yes, will unscreened personnel be escorted?

Dans l'affirmative, le personnel en question sera-t-il escorté?

☒ No ☐ Yes
☒ Non ☐ Oui

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

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

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

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

PRODUCTION

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

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

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

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

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada



Government
of Canada

Gouvernement
du Canada

Contract Number / Numéro du contrat

EG02R-173104

Security Classification / Classification de sécurité
UNCLASSIFIED

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

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.
Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Aspects Renseignements / Dérive Production	✓	✓														
IT Media / Support TI	✓	✓														
IT Link / Lien électronique																

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

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

☒ No
Non

☐ Yes
Oui

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

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

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

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

☒ No
Non

☐ Yes
Oui

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

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée

« Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).



Government of Canada
Gouvernement du Canada

Contract Number / Numéro du contrat

EG02R-173104

Security Classification / Classification de sécurité
UNCLASSIFIED

PART D - AUTHORIZATION / PARTIE D - AUTORISATION

13. Organization Project Authority / Chargé de projet de l'organisme

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature
JUNE RITCHIE	Senior Partnership Management Advisor	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel
613-808-2943	819-934-1443	June.Ritchie@tpsgc-pwgsc.gc.ca
Date		2016/12/12

14. Organization Security Authority / Responsable de la sécurité de l'organisme

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature
PIERRE-LUC CHARROU	USO 1 Head, business support	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel
819-420-5337		PIERRE-LUC.CHARROU@tpsgc-pwgsc.gc.ca
Date		2016/12/12

15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached?
Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?

☐ No / Non ☐ Yes / Oui

16. Procurement Officer / Agent d'approvisionnement

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature
Lan Mao	Supply Team Leader	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel
819-420-2074		lan.mao@gmail.com
Date		2017/05/01

17. Contracting Security Authority / Autorité contractante en matière de sécurité

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel
Date		23-06-2016

Danica Zuger
Quality Control Officer / Agente contrôle de la qualité
Contracts Security Division / Division des contrats-sécurité
Danica.zuger@tpsgc-pwgsc.gc.ca
Tel/Tél 613-948-1670 Fax/Télec 613-954-4171

APPENDIX A TO ANNEX A

TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled "Allocation of Task Authorizations". Once a draft TA Form is received, the Contractor must submit to the Technical Authority a quotation of rates to supply the requested Resource Categories based on the information identified in the TA Form. The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 48 hours turnaround time to submit a quotation.
2. For each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
 - (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).
 - (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
 - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
 - (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
 - (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
 - (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which

activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contracting Authority may find the quotation to be non-responsive.
5. Only quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.
6. Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

APPENDIX B TO ANNEX A

TASK AUTHORIZATION FORM



TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

A. General Information / Informations générales

Contract Number / Numéro du contrat :

Contractor Name / Nom du Contracteur :

Task Authorization (TA) No. / N°
de l'autorisation de tâches (AT) :

Commitment No. / N° de
l'engagement :

Financial Coding / Code
financier :

Date of Issuance / Date
d'émission :

Response required by /
Réponse requise par :

B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	
					<div>+ -</div>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

Period of Services / Période de service:

Initial Start Date / Date de début initiale :

Initial End Date / Date de fin initiale :

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Travel Requirement(s) / Exigence(s) de voyage :

Work Location(s) / Lieu(x) de travail :

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.



TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profil linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC	
						+
						-

B. Estimated Cost / Coût estimatif

Category / Catégorie	Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif	
					+
					-
Estimated Cost / Coût estimatif					
Total Estimated Travel and Living Cost / Estimé des frais de déplacement et de subsistance				\$0.00	
Tax rate applied / Taux d'imposition appliqué (%)	15.000	Applicable Taxes / Taxes applicables		\$0.00	
Total Estimated Cost / Coût total estimatif				\$0.00	

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is \$300,000.00. When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est \$300,000.00. Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Authorized Client / Nom du client autorisé _____ Date _____

Name of Contracting Authority / Nom de
l'autorité contractante _____ Date _____

Signature _____

Signature _____

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre
de la personne autorisée à signer au nom de l'entrepreneur _____

Signature _____ Date _____

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

APPENDIX C OF ANNEX A

RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLES

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

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

Workstream 1 – Business Management

1.0 Mandatory Requirements

1.1 Business Analyst, Level 3

		CONTRACTOR'S RESPONSE	
ITEM #	MANDATORY REQUIREMENT	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
M1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience within the last 15 years prior to the RFP posting date as a Business Analyst developing and finalizing business requirement documentation that allow an organization to carry out its mandate and functional responsibilities working on IT projects for a large organization of over 1,000 employees.		
M2	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience in analyzing business requests and developing and producing business requirements.		
M3	The Contractor must demonstrate that the proposed resource has an IT certification, such as Information Technology Infrastructure Library (ITIL) Foundations and the Project Management Professional (PMP). To meet this requirement, a copy of the certificate must be provided.		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

1.2 Business Architect, Level 3

		CONTRACTOR'S RESPONSE	
ITEM #	MANDATORY REQUIREMENT	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
M1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience within the last 15 years prior to the RFP posting date as a Business Architect developing policies and rules that allow an organization to carry out its mandate and functional responsibilities working on IT projects for a large organization of over 1,000 employees.		
M2	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience as a Business Architect developing the specifications for how the various organizational components fit together and how they support the organization's mandate.		
M3	<p>The Contractor must demonstrate that the proposed resource meet one of the following:</p> <ol style="list-style-type: none">1. A university degree in a related* business or technology discipline; OR2. A two-year college diploma in a related business or technology discipline and a minimum of 2 years of experience in a related business or technology discipline; OR3. A minimum of 15 years of experience in a related business or technology discipline. <p>When requested, a copy of the college diploma or university degree must be provided to the Technical Authority. * Related is defined as discipline in Information Management, Information Technology or Business Management</p>		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

1.3 Business Continuity/Disaster Recovery Specialist, Level 2

		CONTRACTOR'S RESPONSE	
ITEM #	MANDATORY REQUIREMENT	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
M1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years' experience as a Business Continuity/Disaster Recovery Specialist developing and implementing business continuity and disaster recovery plans.		
M2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years' experience as a Business Continuity/Disaster Recovery Specialist developing and implementing backup, replication and redundancy strategies.		
M3	<p>The Contractor must demonstrate that the proposed resource meet one of the following:</p> <ol style="list-style-type: none">1. A university degree in a related* business or technology discipline; OR2. A two-year college diploma in a related business or technology discipline and a minimum of 2 years of experience in a related business or technology discipline; OR3. A university degree in any field and a minimum of 5 years in a related business or technology discipline; OR4. A minimum of 10 years of experience in a related business or technology discipline. <p>When requested, a copy of the college diploma or university degree must be provided to the Technical Authority.</p> <p>* Related is defined as discipline in Information Management, Information Technology or Business Management</p>		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

1.4 Business Process Re-engineering Consultant, Level 2

		CONTRACTOR'S RESPONSE	
ITEM #	MANDATORY REQUIREMENT	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
M1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years' experience as a Business Process Re-engineering (BPR) Consultant reviewing existing work processes and organizational structure, analyzing business functional requirements to identify information, procedures and decision flows.		
M2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years' experience as a Business Process Re-engineering (BPR) Consultant providing advice in defining new requirements and opportunities for applying efficient and effective solutions, identifying and providing preliminary costs of potential options.		
M3	<p>The Contractor must demonstrate that the proposed resource meet one of the following:</p> <ol style="list-style-type: none">1. A university degree in a related* business or technology discipline; OR2. A two-year college diploma in a related business or technology discipline and a minimum of 2 years of experience in a related business or technology discipline; OR3. A university degree in any field and a minimum of 5 years in a related business or technology discipline; OR4. A minimum of 10 years of experience in a related business or technology discipline. <p>When requested, a copy of the college diploma or university degree must be provided to the Technical Authority.</p> <p>* Related is defined as discipline in Information Management, Information Technology or Business Management</p>		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

1.5 Business Transformation Architect, Level 3

		CONTRACTOR'S RESPONSE	
ITEM #	MANDATORY REQUIREMENT	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
M1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience as a Business Transformation Architect analyzing and developing architecture requirements design, process development, process mapping and training.		
M2	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience as a Business Transformation Architect, in leading other functional staff to define business strategy and processes in support of transformation and change management activities.		
M3	<p>The Contractor must demonstrate that the proposed resource meet one of the following:</p> <ol style="list-style-type: none">1. A university degree in a related business* or technology discipline; OR2. A two-year college diploma in a related business or technology discipline and a minimum of 2 years of experience in a related business or technology discipline; OR3. A university degree in any field and a minimum of 5 years in a related business or technology discipline; OR4. A minimum of 15 years of experience in a related business or technology discipline. <p>When requested, a copy of the college diploma or university degree must be provided to the Technical Authority.</p> <p>* Related is defined as discipline in Information Management, Information Technology or Business Management</p>		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

1.6 Technical Writer, Level 3

		CONTRACTOR'S RESPONSE	
ITEM #	MANDATORY REQUIREMENT	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
M1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience in writing documentation in French and English for software systems.		
M2	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience in developing and maintaining system user manuals, training manuals, documentations and web pages (HTML publishing).		
M3	The Contractor must demonstrate that the proposed resource has completed a minimum of 3 projects as a Technical Writer performing tasks as described in M1 or M2, working on each for a minimum duration of 4 months. One of the projects must have been completed in the last 36 months prior to the RFP posting date.		
M4	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience with desktop publishing.		
M5	The Contractor must demonstrate that the proposed resource has a minimum of 5 years' experience with graphics software.		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

1.7 Organizational Development Consultant, Level 3

		CONTRACTOR'S RESPONSE	
ITEM #	MANDATORY REQUIREMENT	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
M1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience as an Organizational Development Consultant providing advice, support and consultation to senior staff (manager level and above) to achieve strategic initiatives and goals.		
M2	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience as an Organizational Development Consultant in collaborating with HR and business unit executives to ensure clear standards and metrics are linked to talent reviews and employee development plans.		
M3	<p>The Contractor must demonstrate that the proposed resource meet one of the following:</p> <ol style="list-style-type: none">1. A university degree in a related* business or technology discipline; OR2. A two-year college diploma in a related business or technology discipline and a minimum of 2 years of experience in a related business or technology discipline; OR3. A university degree in any field and a minimum of 5 years in a related business or technology discipline; OR4. A minimum of 15 years of experience in a related business or technology discipline. <p>When requested, a copy of the college diploma or university degree must be provided to the Technical Authority.</p> <p>* Related is defined as discipline in Information Management, Information Technology or Business Management</p>		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

1.8 Risk Management Specialist, Level 2

		CONTRACTOR'S RESPONSE	
ITEM #	MANDATORY REQUIREMENT	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
M1	The Contractor must demonstrate that the proposed resource has a minimum of 5 years' experience as a Risk Management Specialist in conducting risk assessments to identify individual and overall project risks, recommending alternative solutions, methodologies and strategies for risk mitigation and management.		
M2	The Contractor must demonstrate that the proposed resource has a minimum of 5 years' experience as a Risk Management Specialist conducting risk assessments for troubled projects to quickly assess associated risks and recommending courses of action to minimize inherent risks.		
M3	<p>The Contractor must demonstrate that the proposed resource meet one of the following:</p> <ol style="list-style-type: none">1. A university degree in a related* business or technology discipline; OR2. A two-year college diploma in a related business or technology discipline and a minimum of 2 years of experience in a related business or technology discipline; OR3. A university degree in any field and a minimum of 5 years in a related business or technology discipline; OR4. A minimum of 10 years of experience in a related business or technology discipline. <p>When requested, a copy of the college diploma or university degree must be provided to the Technical Authority.</p> <p>* Related is defined as discipline in Information Management, Information Technology or Business Management</p>		

2. Rated Requirements**2.1. Business Analyst, Level 3**

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (BIDDERS TO INSERT)	INSERT PAGE # OF RESUME
R1	The Contractor should demonstrate that the proposed resource has experience as Business Analyst performing the following within a large organization, with over 1,000 employees: -- Analyzing business requests; -- Developing and producing business requirements;	10	Points will be allocated based on years of experience over and above 10 years, as follows: 2 points per year up to a maximum of 10 points.		
R2	The Contractor should demonstrate that the proposed resource has experience on major crown projects* that required the knowledge of Government of Canada policies. *Major crown project is defined as a project that exceeds \$100 million.	10	Points will be allocated based on the length of the experience as follows: 3 months and under: 0 points Over 3 months to 5 years = 4 points Over 5 years to 10 years = 6 points Over 10 years to 15 years = 8 points Over 15 years = 10 points		
R3	The Contractor should demonstrate that the proposed resource has experience administering the Business Analysis Body of Knowledge (BABOK) or in the course of their work has applied business analysis techniques to investigate and facilitate discussions, analyse, review and document, model, recommend and test.	10	Points will be allocated based on the length of the experience as follows: 3 months and under: 0 points Over 3 months to 5 years = 4 points Over 5 years to 10 years = 6 points Over 10 years to 15 years = 8 points Over 15 years = 10 points		
R4	The Contractor should demonstrate that the proposed resource has experience with the use of one or more project management productivity tools such as Rational, Primavera, CA Clarity, and MS Project Server.	10	Points will be allocated based on the length of the experience as follows: 3 months and under: 0 point Over 3 months to 5 years = 4 points Over 5 years to 10 years = 6 points Over 10 years to 15 years = 8 points Over 15 years = 10 points		
R5	The Contractor should demonstrate that the proposed resource has experience eliciting business and technical requirements in the context of Government of Canada projects or programs.	10	Points will be allocated based on the length of the experience as follows: 3 months and under: 0 point Over 3 months to 5 years = 4 points Over 5 years to 10 years = 6 points Over 10 years to 15 years = 8 points Over 15 years = 10 points		
R6	The Contractor should demonstrate that the proposed resource has experience working on projects in transitioning a custom-built system to Commercial Off-The-Shelf (COTS) Enterprise Resource Planning (ERP) solutions.	10	Points will be allocated as follows: 5 points per project up to a maximum of 10 points.		
MAX. AVAILABLE POINTS		60			
MIN. POINTS REQUIRED		36			
POINTS ACHIEVED					
TO BE RESPONSIVE, THE RESOURCE MUST OBTAIN A MINIMUM OF 36 POINTS.					

2.2. Business Architect, Level 3

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (BIDDERS)	INSERT PAGE # OF RESUME
R1	The Contractor should demonstrate that the proposed resource has experience as a Business Architect working within a large organization with over 1,000 employees, performing the following: <ul style="list-style-type: none"> Developing policies and rules that allow an organization to carry out its mandate and functional responsibilities in the IT industry; 	10	Points will be allocated based on years of experience over and above 10 years, as follows: 2 points per year up to a maximum of 10 points.		
R2	The Contractor should demonstrate that the proposed resource has completed a post-secondary* education from a recognized institution**, with a course of study that includes Business Management or Organizational Design or Industrial Relations. * Post-secondary education is defined as a level of education that is provided by recognized academies, universities, colleges, seminaries or institutes of technology. ** Recognized institutions is defined as: recognized by the Department of Education of any Canadian province, or for degrees obtained in a foreign country, by any of the credential assessment organizations listed on the Web site WWW.CICIC.CA	10	No degree = 0 points College Diploma = 3 points Undergraduate degree = 7 points Graduate degree (Master's or PhD) = 10 points		
R3	The Contractor should demonstrate that the proposed resource has experience on major crown projects* that required the knowledge of Government of Canada organizational design policies and practices. *Major crown project is defined as a project that exceeds \$100 million.	10	Points will be allocated based on the length of the experience as follows: 3 months and under: 0 points Over 3 months to 5 years = 5 points Over 5 years = 10 points		
R4	The Contractor should demonstrate that the proposed resource has at least 5 years' experience in the following activities: <ol style="list-style-type: none"> Developing strategies; Developing organizational capability models Architecting business solutions; Organizational alignment of roles, capabilities, and management practices (HR, communications, governance, management) to goals and strategies. 	10	2 points for each activity performed in any organization other than IM/IT 2.5 points for each activity performed in an IM/IT organization		
MAX. AVAILABLE POINTS		40			
MIN. POINTS REQUIRED		24			
POINTS ACHIEVED					
TO BE RESPONSIVE, THE RESOURCE MUST OBTAIN A MINIMUM OF 24 POINTS.					

2.3. Business Continuity/Disaster Recovery Specialist, Level 2

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (BIDDERS TO INSERT DATA)	INSERT PAGE # OF RESUME
R1	<p>The Contractor should demonstrate that the proposed resource has experience working as a Business Continuity/Disaster Recovery Specialist within a large organization of over 1,000 employees, performing the following:</p> <ul style="list-style-type: none"> Developing and implementing business continuity and disaster recovery plans; 	10	<p>Points will be allocated based on years of experience over and above 5 years, as follows:</p> <p>2 points for each year up to a maximum of 10 points</p>		
R2	<p>The Contractor should demonstrate that the proposed resource has completed a post-secondary* education from a recognized institution**, in a related field of IM/IT*** or Disaster and Emergency Management.</p> <p>* Post-secondary education is defined as a level of education that is provided by recognized academies, universities, colleges, seminaries, institutes of technology, and other collegiate-level institutions, such as vocational schools.</p> <p>** Recognized institutions is defined as: recognized by the Department of Education of any Canadian province, or for degrees obtained in a foreign country, by any of the credential assessment organizations listed on the Web site WWW.CICIC.CA</p> <p>*** Related field of IM/IT is one of the following fields of study: A field of study dealing with electronic hardware that directly supports the delivery of informatics services; A field of study dealing with the creation and architecture of software; or A field of study that deals with the development of informatics infrastructure architecture solutions.</p>	10	<p>No degree = 0 points</p> <p>College Diploma = 4 points</p> <p>Undergraduate Degree = 8 points</p> <p>Graduate Degree(Master's or PhD) or a degree/diploma in IM/IT and also a degree/diploma in Disaster and Emergency Management =10 points</p>		
R3	<p>The Contractor should demonstrate that the proposed resource has experience on major crown projects* that required the knowledge of Government of Canada policies/regulations in relation to the business continuity/disaster recovery of application systems.</p> <p>*Major crown project is defined as a project that exceeds \$100 million.</p>	10	<p>Points will be allocated as follows:</p> <p>Less than 1 year = 0 points 1 to 5 years = 5 points More than 5 years= 10 points</p>		
R4	<p>The Contractor should demonstrate that the proposed resource has at least 5 years' experience conducting the following activities:</p> <ol style="list-style-type: none"> Designing and implementing organizational disaster and emergency preparedness plan; Developing technology and business 	10	<p>Points will be allocated as follows:</p> <p>2 points for each activity up to a maximum of 10 points</p>		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (BIDDERS TO INSERT DATA)	INSERT PAGE # OF RESUME
	continuity and disruption strategies;				
3.	Developing disaster and emergency preparedness awareness, training and communications programs for employees;				
4.	Development of crisis communications planning;				
5.	Developing and leading a mock disaster incident.				
MAX. AVAILABLE POINTS		40			
MIN. POINTS REQUIRED		24			
POINTS ACHIEVED					
TO BE RESPONSIVE, THE RESOURCE MUST OBTAIN A MINIMUM OF 24 POINTS.					

2.4. Business Process Re-engineering Consultant, level 2

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (BIDDERS TO INSERT DATA)	INSERT PAGE # OF RESUME
R1	<p>The Contractor should demonstrate that the proposed resource has experience working as a Business Process Re-engineering Consultant within a large organization of over 1,000 employees, performing the following:</p> <ul style="list-style-type: none"> Reviewing existing work processes and organizational structure; Analyzing business functional requirements to identify information, procedures and decision flows; 	10	<p>Points will be allocated based on years of experience over and above 5 years, as follows:</p> <p>2 points for each year up to a maximum of 10 points</p>		
R2	<p>The Contractor should demonstrate that the proposed resources has completed a post-secondary* education from a recognized institution**, in a related field of IM/IT*** or Engineering or Business Management.</p> <p>* Post-secondary education is defined as a level of education that is provided by recognized academies, universities, colleges, seminars, institutes of technology, and other collegiate-level institutions, such as vocational schools.</p> <p>** Recognized institutions is defined as: recognized by the Department of Education of any Canadian province, or for degrees obtained in a foreign country, by any of the credential assessment organizations listed on the Web site WWW.CICIC.CA</p> <p>*** Related field of IM/IT is one of the following fields of study: A field of study dealing with electronic hardware that directly supports the delivery of informatics services; A field of study dealing with the creation and architecture of software that directly supports the delivery of informatics services; or A field of study that deals with the development of infrastructure architecture solutions that supports the delivery of informatics services.</p>	10	<p>No diploma = 0 points</p> <p>College Diploma = 4 points</p> <p>Undergraduate Degree = 8 points</p> <p>Graduate Degree(Master's or PhD) or a degree/diploma in IM/IT or Engineering and also a degree/diploma in Business Management=10 points</p>		
R3	<p>The Contractor should demonstrate that the proposed resource has experience on major crown projects* that required the knowledge of Government of Canada policies in relation to the business process re-engineering enabled through IM/IT application systems.</p> <p>*Major crown project is defined as a project that exceeds \$100 million.</p>	10	<p>Points will be allocated based on the length of experience as follows:</p> <p>3 months and less = 0 points Over 3 months to 5 years = 5 points Over 5 years = 10 points</p>		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (BIDDERS TO INSERT DATA)	INSERT PAGE # OF RESUME
R4	<p>The Contractor should demonstrate that the proposed resource has at least 5 years' experience conducting the following activities:</p> <ol style="list-style-type: none"> 1. Redesign of business workflows in order to optimize end-to-end processes and/or automate tasks; 2. Provision of advice on implementing new processes and organizational changes to support transformation from a current state to future state of the business; 3. Documentation of business/organizational workflows; 4. Development of business/enterprise architectural models for describing the business/system; 5. Identifying/defining and documenting the interfaces between manual and automated operations within application subsystems; between internal and external subsystems; and between new and existing systems. 	10	<p>Points will be allocated as follows:</p> <p>2 points for each activity up to a maximum of 10 points</p>		
R5	The Contractor should demonstrate that the proposed resource has a business process re-engineering certification such as Lean Management Six Sigma	5	5 points for the certification		
MAX. AVAILABLE POINTS		45			
MIN. POINTS REQUIRED		28			
POINTS ACHIEVED					
TO BE RESPONSIVE, THE RESOURCE MUST OBTAIN A MINIMUM OF 28 POINTS.					

2.5. Business Transformation Architect, level 3

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (BIDDERS)	INSERT PAGE # OF RESUME
R1	<p>The Contractor should demonstrate that the proposed resource has experience working as a Business Transformation Architect within a large organization of over 1,000 employees, performing the following :</p> <ul style="list-style-type: none"> Analyzing and developing architecture requirements design; Process development; Process mapping and training; 	10	<p>Points will be allocated based on years of experience over and above 10 years, as follows:</p> <p>2 points for each year up to a maximum of 10 points.</p>		
R2	<p>The Contractor should demonstrate that the proposed resources has completed a post-secondary* education from a recognized institution**, in a related field of IM/IT or Business Management***.</p> <p>* Post-secondary education is defined as a level of education that is provided by recognized academies, universities, colleges, seminars, institutes of technology, and other collegiate-level institutions, such as vocational schools.</p> <p>** Recognized institutions is defined as recognized by the Department of Education of any Canadian province, or for degrees obtained in a foreign country, by any of the credential assessment organizations listed on the Web site WWW.CICIC.CA</p> <p>*** Related field of IM/IT or Business Management is one of the following fields of study:</p> <p>A field of study dealing with organizational design or behavior or business planning. A field of study dealing with the creation and architecture of software that directly supports the delivery of informatics services; or A field of study that deals with the development of infrastructure architecture solutions that supports the delivery of informatics services.</p>	10	<p>No diploma = 0 points</p> <p>College Diploma = 4 points</p> <p>Undergraduate Degree = 8 points</p> <p>Graduate Degree(Master's or PhD) or a degree/diploma in IM/IT and also a degree/diploma in Business Management=10 points</p>		
R3	<p>The Contractor should demonstrate that the proposed resource has experience in the following:</p> <ol style="list-style-type: none"> Facilitating business process modelling workshops and exercises to identify procedural, decision flow and information / artefact requirements and establish roles and responsibilities; Documentation and analysis of process models, workflow diagrams, metrics, organizational structures, roles and responsibilities matrices, continuous 	10	<p>2 points for each activity up to a maximum of 10 points.</p>		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (BIDDERS)	INSERT PAGE # OF RESUME
	<p>improvement strategies, artefact templates, Service Level Agreements, Operation Level Agreements, Memorandum Of Understandings, stakeholder communications and presentations;</p> <p>3. Provision of advice on critical business success factors as they relate to business transformation;</p> <p>4. Provide advice on how to structure the support for clients in the transition to the transformed environment;</p> <p>5. Participating in inter-organizational business and technical negotiations and creating/providing presentations for the launch of each stakeholder initiative.</p>				
MAX. AVAILABLE POINTS		30			
MIN. POINTS REQUIRED		18			
POINTS ACHIEVED					
TO BE RESPONSIVE, THE RESOURCE MUST OBTAIN A MINIMUM OF 18 POINTS.					

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

2.6. Technical Writer, level 3

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (BIDDERS)	INSERT PAGE # OF RESUME
R1	The Contractor should demonstrate that the proposed resource has experience as a Technical Writer within a large organization of over 1,000 employees, performing the following: <ul style="list-style-type: none"> Writing documentation in both French and English for software systems; 	10	Points will be allocated based on years of experience over and above 10 years, as follows: 2 points per year up to a maximum of 10 points.		
R2	The Contractor should demonstrate that the proposed resource has experience editing and publishing HTML code via Commercial Off the Shelf (COTS) software products.	10	Points will be allocated based on the length of experience as follows: 3 months and under: 0 points Over 3 months to 5 years = 4 points Over 5 years to 10 years = 6 points Over 10 years to 15 years = 8 points Over 15 years = 10 points		
R3	The Contractor should demonstrate that the proposed resource has experience leading quality assurance and editing of project documentation.	10	Points will be allocated based on the length of experience as follows: 3 months and under: 0 points Over 3 months to 5 years = 4 points Over 5 years to 10 years = 6 points Over 10 years to 15 years = 8 points Over 15 years = 10 points		
R4	The Contractor should demonstrate that the proposed resource has experience establishing, assessing, and recommending documentation standards.	10	Points will be allocated based on the length of experience as follows: 3 months and under: 0 points Over 3 months to 5 years = 4 points Over 5 years to 10 years = 6 points Over 10 years to 15 years = 8 points Over 15 years = 10 points		
R5	The Contractor should demonstrate that the proposed resource has experience in preparing briefing materials (such as memos, speaking notes) and presentations to senior management (director level and above).	10	Points will be allocated based on the length of experience as follows: 3 months and under: 0 points Over 3 months to 5 years = 4 points Over 5 years to 10 years = 6 points Over 10 years to 15 years = 8 points Over 15 years = 10 points		
R6	The Contractor should demonstrate that the proposed resource has experience in translating or quality reviews of translated project documentation.	10	Points will be allocated based on the length of experience as follows: 3 months and under: 0 points Over 3 months to 5 years = 4 points Over 5 years to 10 years = 6 points Over 10 years to 15 years = 8 points Over 15 years = 10 points		
MAX. AVAILABLE POINTS		60			
MIN. POINTS REQUIRED		40			
POINTS ACHIEVED					
TO BE RESPONSIVE, THE RESOURCE MUST OBTAIN A MINIMUM OF 40 POINTS.					

2.7. Organizational Development Consultant, level 3

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (BIDDERS)	INSERT PAGE # OF RESUME
R1	The Contractor should demonstrate that the proposed resource has experience as an Organizational Development Consultant within a large organization with over 1,000 employees, performing the following: <ul style="list-style-type: none"> Providing advice, support and consultation to senior staff (manager level and above) to achieve strategic initiatives and goals; 	10	Points will be allocated based on years of experience over and above 10 years, as follows: 2 points per year up to a maximum of 10 points.		
R2	The Contractor should demonstrate that the proposed resource has completed a post-secondary* education from a recognized institution**, in Human Resources, Organization Development or Business Management. * Post-secondary education is defined as a level of education that is provided by recognized academies, universities, colleges, seminaries, institutes of technology, and certain other collegiate-level institutions, such as vocational schools. ** Recognized institutions is defined as: recognized by the Department of Education of any Canadian province, or for degrees obtained in a foreign country, by any of the credential assessment organizations listed on the Web site WWW.CICIC.CA .	10	No diploma = 0 points College Diploma = 4 points Undergraduate Degree = 8 points Graduate Degree(Master's or PhD) or a degree/diploma in IM/IT and also a degree/diploma in Business Management=10 points		
R3	The Contractor should demonstrate that the proposed resource has experience on major crown projects* that required the knowledge of Government of Canada policies in relation to the business organization of an IM/IT environment. *Major crown project is defined as a project that exceeds \$100 million.	10	Points will be allocated based on the length of experience as follows: 3 months and under: 0 points Over 3 months to 5 years = 4 points Over 5 years to 10 years = 6 points Over 10 years to 15 years = 8 points Over 15 years = 10 points		
R4	The Contractor should demonstrate that the proposed resource has experience in conducting the following activities: Conducting organizational effectiveness assessments and the development of recommendations to address gaps; Conducting organizational health assessments and the development of recommendations to address any gaps; Development of strategies and plans to facilitate cultural change in alignment to organizational needs—including performance measures to assess plan effectiveness; Development of organizational plans to merge groups from disparate cultures; Providing organization/change advice to Senior Executives (Vice President, Director General or	10	Points will be allocated as follows: 2 points per activity up to a maximum of 10 points.		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (BIDDERS)	INSERT PAGE # OF RESUME
	higher).				
MAX. AVAILABLE POINTS		40			
MIN. POINTS REQUIRED		24			
POINTS ACHIEVED					
TO BE RESPONSIVE, THE RESOURCE MUST OBTAIN A MINIMUM OF 24 POINTS.					

2.8. Risk Management Specialist, level 2

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (BIDDERS TO INSERT)	INSERT PAGE # OF RESUME
R1	<p>The Contractor should demonstrate that the proposed resource has experience as a Risk Management Specialist within a large organization, with over 1,000 employees, performing the following:</p> <ul style="list-style-type: none"> Conducting risk assessment to identify individual and overall project risks; Recommending alternative solutions, methodologies and strategies for risk mitigation and management; 	10	<p>Points will be allocated based on years of experience over and above 5 years, as follows:</p> <p>2 points per year up to a maximum of 10 points.</p>		
R2	<p>The Contractor should demonstrate that the proposed resources has completed post-secondary* education from a recognized institution**, in a related field of IM/IT or risk management***.</p> <p>* Post-secondary education is defined as a level of education that is provided by recognized academies, universities, colleges, seminars, institutes of technology, and certain other collegiate-level institutions, such as vocational schools.</p> <p>** Recognized institutions is defined as: recognized by the Department of Education of any Canadian province, or for degrees obtained in a foreign country, by any of the credential assessment organizations listed on the Web site WWW.CICIC.CA</p> <p>*** Related field of IM/IT or risk management is one of the following field of study: A field of study dealing with electronic hardware that directly supports the delivery of informatics services; A field of study dealing with the creation and architecture of software that directly supports the delivery of informatics services; or A field of study dealing with risk management, business management, project management or information technology.</p>	10	<p>No diploma = 0 points</p> <p>College Diploma = 4 points</p> <p>Undergraduate Degree = 8 points</p> <p>Graduate Degree(Master's or PhD) or a degree/diploma in IM/IT and also a degree/diploma in Business Management=10 points</p>		
R3	<p>The Contractor should demonstrate that the proposed resource has experience on major crown projects* that required the knowledge of Government of Canada policies in relation to risk management of application systems.</p> <p>*Major crown project is defined as a project that exceeds \$100 million.</p>	10	<p>Points will be allocated based on the length of experience as follows:</p> <p>3 months and under: 0 points</p> <p>Over 3 months to 5 years = 4 points</p> <p>Over 5 years to 10 years = 6 points</p> <p>Over 10 years to 15 years = 8 points</p> <p>Over 15 years = 10 points</p>		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (BIDDERS TO INSERT)	INSERT PAGE # OF RESUME
R4	The Contractor should demonstrate that the proposed resource has a certification in project management or risk management e.g. PMP, Prince2, Canadian Risk Management (CRM) designation	5	Any certification = 5 points		
R5	Contractor should demonstrate that the proposed resource has experience conducting the following activities: Development of risk management plans; Conducting project/program risk assessments; Management and implementation of a risk management framework; Development of risk management policies or guidelines; Coaching/training teams in risk management techniques.	10	Points will be allocated as follows: 2 points per activity up to a maximum of 10 points.		
MAX. AVAILABLE POINTS		45			
MIN. POINTS REQUIRED		27			
POINTS ACHIEVED					
TO BE RESPONSIVE, THE RESOURCE MUST OBTAIN A MINIMUM OF 27 POINTS.					

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

Workstream 2 – IT Security

1.0 Mandatory Requirements

1.1 IT Security Methodology, Policy and Procedures Analyst, Level 3

		CONTRACTOR'S RESPONSE	
ITEM #	MANDATORY REQUIREMENT	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
M1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience in an IT Security position developing security documentation such as threat risk assessments, security architecture solutions, risk mitigation strategies and security related policies, procedures and guidelines.		
M2	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience in an IT Security position providing advice on the security aspects of application systems under development, including tools and emerging products within the IT environment.		
M3	<p>The Contractor must demonstrate that the proposed resource meet one of the following:</p> <ol style="list-style-type: none">1. A university degree in a related* business or technology discipline; OR2. A two-year college diploma in a related business or technology discipline and a minimum of 2 years of experience in a related business or technology discipline; OR3. A university degree in any field and a minimum of 5 years in a related business or technology discipline; OR4. A minimum of 15 years of experience in a related business or technology discipline. <p>When requested, a copy of the college diploma or university degree must be provided to the Technical Authority.</p> <p>* Related is defined as discipline in Information Management, Information Technology or Business Management</p>		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

1.2 IT Security TRA and C&A Analyst – Level 3

		CONTRACTOR'S RESPONSE	
ITEM #	MANDATORY REQUIREMENT	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
M1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience in security assessments of IT systems following a methodology that includes identifying assets, threats, vulnerabilities, and calculating risk and identifying safeguards.		
M2	The Contractor must demonstrate that the proposed resource has a minimum of 3 years' experience within the last 10 years prior to the RFP posting date in performing security assessments according to <i>IT Security Risk Management: A Lifecycle Approach</i> (https://www.cse-cst.gc.ca/en/publication/itsg-33) published by Communications Security Establishment Canada.		
M3	The Contractor must demonstrate that the proposed resource has a minimum of 3 years' experience within the last 10 years prior to the RFP posting date in performing security assessments of newly developed applications according to <i>IT Security Risk Management: A Lifecycle Approach</i> (https://www.cse-cst.gc.ca/en/publication/itsg-33) published by Communications Security Establishment Canada.		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

1.3 IT Security Engineer – Level 3

		CONTRACTOR'S RESPONSE	
ITEM #	MANDATORY REQUIREMENT	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
M1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years of experience in IT security engineering including planning, designing, deploying and integrating secure solutions for IT systems		
M2	The Contractor must demonstrate that the proposed resource has a minimum of 3 years' experience in deploying Security Incident Management (SIM) and Security Event Management (SEM) and/or Security Event and Incident Management (SEIM) solutions.		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

1.4 Incident Management Specialist – Level 3

		CONTRACTOR'S RESPONSE	
ITEM #	MANDATORY REQUIREMENT	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
M1	The Contractor must demonstrate that the proposed resource has a minimum of 10 years' experience in incident management including any of the following incident management processes: incident handling planning and training, identifying incidents, responding to incidents, recovering from incidents, and post incident analysis.		
M2	The Contractor must demonstrate that the proposed resource has a minimum of 3 years' experience within the last 10 years prior to the RFP posting date in the analysis of log files to identify and collect artifacts related to security incidents; and in the analysis of malicious activity to determine weaknesses, methods of exploitation and effects on systems and information.		

2.0 Rated Requirements

2.1 IT Security Methodology, Policy and Procedures Analyst, level 3

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
R1	<p>The Contractor should demonstrate that the proposed resource has experience working as IT Security Methodology – Policy and Procedures Analyst within a large organization with over 1,000 employees, performing the following:</p> <ul style="list-style-type: none"> Developing security documentation such as Threat Risk Assessments and Statements of Sensitivity; 	10	<p>Points will be allocated based on years of experience over and above 10 years, as follows:</p> <p>2 points per year up to a maximum of 10 points.</p>		
R2	<p>The Contractor should demonstrate that the proposed resource has experience on major crown projects* that required the knowledge of Government of Canada policies pertaining to the security of IM/IT application systems.</p> <p>*Major crown project is defined as a project that exceeds \$100 million.</p>	10	<p>Points will be allocated based on the length of experience as follows:</p> <p>3 months and under: 0 points</p> <p>Over 3 months to 5 years = 5 points</p> <p>Over 5 year = 10 points</p>		
R3	<p>The Contractor should demonstrate that the proposed resource has completed a post-secondary* education from a recognized institution**, in a related field of IM/IT or Cyber Security***.</p> <p>* Post-secondary education is defined as a level of education that is provided by recognized academies, universities, colleges, seminaries, institutes of technology, and certain other collegiate-level institutions, such as vocational schools.</p> <p>** Recognized institutions is defined as: recognized by the Department of Education of any Canadian province, or for degrees obtained in a foreign country, by any of the credential assessment organizations listed on the Web site WWW.CICIC.CA</p> <p>*** Related field of IM/IT is one of the following field of study: A field of study dealing with electronic hardware that directly supports the delivery of informatics services; A field of study dealing with the creation and architecture of software that directly supports the delivery of informatics services; or A field of study that deals with the development of infrastructure architecture solutions that supports the delivery of informatics services.</p>	10	<p>No diploma = 0 points</p> <p>College diploma = 3 points</p> <p>University diploma = 8 points</p> <p>College or University diploma in Cyber Security = 10 points.</p>		

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
R4	The Contractor should demonstrate that the proposed resource has at least 5 years' experience in conducting one or more of the following activities: <ol style="list-style-type: none"> 1. Recommending security upgrades that defend systems against unauthorized access, modification and/or destruction; 2. Performing vulnerability testing, risk analysis and security assessments; 3. Identifying potential abnormalities and reporting on violations; 4. Designing and conducting security audits to ensure operational security; 5. Responding to security incidents and providing post-incident analysis. 	10	2 points for each activity up to a maximum of 10 points.		
MAX. AVAILABLE POINTS		40			
MIN. POINTS REQUIRED		24			
POINTS ACHIEVED					
TO BE RESPONSIVE, THE RESOURCE MUST OBTAIN A MINIMUM OF 24 POINTS.					

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

2.2 IT Security TRA and C&A Analyst – Level 3

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
R1	The Contractor should demonstrate that the proposed resource has experience within the last 10 years prior to the RFP posting date conducting security assessments on IT systems with over 1000 users.	20	Points will be allocated as follows: 1 point per IT system up to a maximum of 20 points.		
R2	The Contractor should demonstrate that the proposed resource has experience within the last 10 years prior to the RFP posting date in identifying IT security requirements for IT systems based on ITSG33 security controls according to <i>IT Security Risk Management: A Lifecycle Approach</i> (https://www.cse-cst.gc.ca/en/publication/itsg-33) published by Communications Security Establishment Canada.	20	Points will be allocated as follows: 1 point per IT system up to a maximum of 20 points.		
R3	The Contractor should demonstrate that the proposed resource has experience within the last 10 years prior to the RFP posting date in reviewing and assessing security test results and other evidence to verify that the required ITSG33 security controls have been implemented correctly for IT systems.	20	Points will be allocated as follows: 1 points per IT system up to a maximum of 20 points.		
R4	The Contractor should demonstrate that the proposed resource has experience within the last 10 years prior to the RFP posting date in preparing security assessment reports of IT systems.	40	Points will be allocated as follows: 1 point per IT System up to a maximum of 40 points.		
MAX. AVAILABLE POINTS		100			
MIN. POINTS REQUIRED		70			
POINTS ACHIEVED					
TO BE RESPONSIVE, THE RESOURCE MUST OBTAIN A MINIMUM OF 70 POINTS.					

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

2.3 IT Security Engineer – Level 3

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
R1	The Contractor should demonstrate that the proposed resource has experience in deploying Security Incident Management (SIM) and Security Event Management (SEM) or in deploying Security Event and Incident Management (SEIM) solutions.	20	Points will be allocated based on years of experience as follows: 2 points per year up to a maximum of 20 points.		
R2	The Contractor should demonstrate that the proposed resource has experience in developing use cases for SEIM solutions.	20	Points will be allocated based on years of experience as follows: 2 points per year up to a maximum of 20 points.		
R3	The Contractor should demonstrate that the proposed resource has experience in integrating Oracle PeopleSoft Applications into SEIM solution.	20	Points will be allocated based on years of experience as follows: 2 points per year up to a maximum of 20 points.		
R4	The Contractor should demonstrate that the proposed resource has experience in working with one of the following SEIM products: <ul style="list-style-type: none"> ArcSight QRadar Splunk 	20	Points will be allocated based on years of experience as follows: 2 points per year up to a maximum of 20 points.		
MAX. AVAILABLE POINTS		80			
MIN. POINTS REQUIRED		50			
POINTS ACHIEVED					
TO BE RESPONSIVE, THE RESOURCE MUST OBTAIN A MINIMUM OF 50 POINTS.					

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

2.4 Incident Management Specialist – Level 3

			CONTRACTOR'S RESPONSE		
ITEM #	POINT RATED CRITERIA	MAX POINTS	EVALUATION CRITERIA	DEMONSTRATED EXPERIENCE (CONTRACTOR TO INSERT DATA)	INSERT PAGE # OF RESUME
R1	The Contractor should demonstrate that the proposed resource has experience within the last 10 years prior to the RFP posting date in the analysis of log files to identify and collect artifacts related to security incidents; in the analysis of malicious activity to determine weaknesses, methods of exploitation and effects on systems and information.	20	Points will be allocated based on years of experience as follows: 2 points per year up to a maximum of 20 points.		
R2	The Contractor should demonstrate that the proposed resource has experience within the last 10 years prior to the RFP posting date in creating detailed operational processes and procedures for analyzing, escalating, and assisting in the remediation of issues.	20	Points will be allocated based on years of experience as follows: 2 points per year up to a maximum of 20 points.		
MAX. AVAILABLE POINTS		40			
MIN. POINTS REQUIRED		20			
POINTS ACHIEVED					
TO BE RESPONSIVE, THE RESOURCE MUST OBTAIN A MINIMUM OF 20 POINTS.					

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

APPENDIX D TO ANNEX A

CERTIFICATIONS AT THE TA STAGE

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

Print name of authorized individual & sign above

Date

2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

Print name of authorized individual & sign above

Date

3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract Period the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

Print name of authorized individual & sign above

Date

4. CERTIFICATION OF LANGUAGE - English or Bilingual or French

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

Solicitation No. - N° de l'invitation
E60ZR-173104/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
638el

Client Ref. No. - N° de réf. du client
E60ZR-173104

File No. - N° du dossier
638elE60ZR-173104

CCC No./N° CCC - FMS No./N° VME

Print name of authorized individual & sign above

Date

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are fluent in both official languages of Canada (French and English). The individual(s) proposed must be able to communicate orally and in writing in French and English without any assistance and with minimal errors.

Print name of authorized individual & sign above

Date

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are fluent in French. The individual(s) proposed must be able to communicate orally and in writing in French without any assistance and with minimal errors.

Print name of authorized individual & sign above

Date