



**RETURN BIDS TO:**

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**Place du Portage, Phase III**

**Core 0B2 / Noyau 0B2**

**11 Laurier St., 11, rue Laurier**

**Gatineau**

**K1A 0S5**

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

**SOLICITATION AMENDMENT  
MODIFICATION DE L'INVITATION**

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

**Comments - Commentaires**

**Vendor/Firm Name and Address**

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

**Issuing Office - Bureau de distribution**

Business Transformation and Systems Integration  
Service/Division de transformation des opérations et  
d'intégrat

Special Procurement Initiative Dir

Dir. des initiatives spéciales

d'approvisionnement

11 Laurier, Place du Portage III

12C1

Gatineau

Québec

K1A 0S5

<b>Title - Sujet</b> Transformation Program Office (TPO)	
<b>Solicitation No. - N° de l'invitation</b> G9292-188396/B	<b>Amendment No. - N° modif.</b> 006
<b>Client Reference No. - N° de référence du client</b> G9292-188396	<b>Date</b> 2017-08-14
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$XE-677-31557	
<b>File No. - N° de dossier</b> 677xe.G9292-188396	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2017-08-29</b>	<b>Time Zone</b> Fuseau horaire Eastern Daylight Saving Time EDT
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Chow, Mejuine	<b>Buyer Id - Id de l'acheteur</b> 677xe
<b>Telephone No. - N° de téléphone</b> (819) 420-0333 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

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

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## Request for Proposal (RFP)

### Solicitation Amendment: 006

This RFP amendment 006 has been raised to:

- A) Identify changes to the RFP.
- B) Respond to questions regarding the RFP.

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### (A) CHANGES

#### **Change: 9**

Change applicable only to the French content.

#### **Change: 10**

At Attachment 1 to Part 4 (p.5 and 26 of 44) – Criteria C-M1 and C-PR2.2, i):

- DELETE:** i) Demonstrate that the project definition phase of the project was completed within eight (8) years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and
- INSERT:** i) Demonstrate that the project definition phase of the project was completed within ten (10) years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and

#### **Change: 11**

At Attachment 1 to Part 4, sub-section 3.3 (p.22 of 44),

- DELETE:** In order to obtain technical point(s), Bidders in preparing their bid submission, must respond to the corresponding point-rated criteria by providing a description explaining, demonstrating, substantiating, or justifying their capability or approach to meet the requirement. Bidders' response should be relevant, thorough, clear, and concise. Bidders should limit their response for each point-rated criteria to a maximum of 3000 words. Bidders are required to utilize the unique number identified with each point-rated criteria and the associated title in responding to the point-rated criteria.
- INSERT:** In order to obtain technical point(s), Bidders in preparing their bid submission, must respond to the corresponding point-rated criteria by providing a description explaining, demonstrating, substantiating, or justifying their capability or approach to meet the requirement. Bidders' response should be relevant, thorough, clear, and concise. Bidders should limit their response for each point-rated criteria to a maximum of 3,000 words, except for criterion C-PR6, with a maximum of 6,000 words. Bidders are required to utilize the unique number identified with each point-rated criteria and the associated title in responding to the point-rated criteria.

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## (B) QUESTIONS

### REVISION to Answer: 17

**DELETE:** Canada is looking for a change management lead with significant and recent experience leading change agendas for major business and IT transformation projects. Canada agrees to modify the requirement for LTCM-PR1 to two (2) reference projects with each a value of at minimum \$100M within the last eight (8) years prior to the bid closing date of this RFP. **See Change # 5.**

**REPLACE BY:** Canada is looking for a change management lead with significant and recent experience leading change agendas for major business and IT transformation projects. Canada agrees to modify the requirement for LTCM-PR1 to up to two (2) reference projects with each a value of at minimum \$100M within the last eight (8) years prior to the bid closing date of this RFP. **See Change # 5.**

### Question: 22

Canada has established a need for a firm with global capability. In Section A-1.1 (g) of the Statement of Work, Leadership Team Responsibilities, Canada expresses a requirement for the Leadership Team to convene and provide "access to an expert industry panel comprising representatives from within the Bidder's global corporate practice who have transformation experience in the public and private sector..." As well, C-M7.3 requires Bidders to leverage our "global corporate practice in support of the implementation phase of a major business and IT transformation project." Will Canada allow for the cost of travel for specific resource categories to work in the NCR reflecting the strategy to access highly qualified and experienced global resources?

### **Answer: 22**

Canada does not require representatives from the Bidder's global corporate practice to work in the NCR. The area of work will be at the discretion and expense of the Bidder.

### Question: 23

Section A-1.2 of Annex A is the only place that specifically defines project deliverables. Sections B, C and D do not specify deliverables.

- a. Are deliverables related to sections B, C and D addressed in separate Task Authorizations?
- b. If so, is the expectation that they would be priced separately based on the submitted financial bid?

### **Answer: 23**

- a. Yes. Deliverables related to the work described in SOW Sections B, C and D will be addressed in separate Task Authorizations raised under the contract as the work and the transformation methodology become more clearly defined.
- b. Yes. Each Task Authorization will be priced individually based on the per diem rates submitted by the successful Bidder and found in Annex B – Pricing basis of the resulting contract.

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**Question: 24**

Annex H specifies 21 additional Resource Categories. Annex B specifies the required experience levels (1, 2 or 3) for these Resource Categories. Two questions regarding these 21 Resource Categories:

- a. In Annex H, section 3, MMQ.1-3 outline mandatory requirements - are there rated requirements for these resources?
- b. Does Canada require the résumés for each these 40 resources to be provided at the time of Proposal submission OR only subsequent to contract award and as part of a Task Authorizations?

**Answer: 24**

- a. No, there are no rated requirements for these resources. Resource suitability will be assessed against the minimum mandatory qualifications (MMQ) identified in Annex H, section 3, as part of the TA process.
- b. Canada does not require résumés be provided for each of the 40 resource categories at the time of bid submission. Résumés for these resources will be required as part of the Task Authorization review and approvals process.

**Question: 25**

At Attachment 1 to Part 4 (p.19 of 44), under LTPS-M1, Bidders must demonstrate the proposed Procurement Lead's cumulative experience with at least 50% of the required services documented for the applicable resource category in Annex H – Resource Category Information.

- a. Can Canada please confirm that the applicable resource category for Procurement Lead in Annex H is H-12 Procurement and Contracting Specialist?
- b. If this is correct, the H-12 resource category includes both Procurement Support Services and Contract Management Support Services. These services are typically provided under different skill sets. Contract Specialists, for example, are typically required to be familiar with contract law and how this works in the GC context, taxation, insurance, risk management principles, understanding of how funds are appropriated/managed/spent, legislative and regulatory issues as related to contracts, understanding of how public and private controversies are settled or adjudicated, and also possess negotiation skills. Procurement Specialists, on the other hand, typically focus on standard contract terms and conditions and business requirements for technical and financial evaluation. For the purpose of demonstrating the proposed Procurement Lead's cumulative experience against resource category H-12 (e.g. LTPS-M1), please confirm that Bidders are to map to the H-12 Procurement Support Services tasks.

**Answer: 25**

- a. Yes, the applicable category for the Procurement Lead is, in Annex H, H12 - Procurement and Contracting Specialist, with the required levels of experience as described.
- b. Canada views Procurement and Contracting Specialist as being one in the same and Bidders should map their experience to both the procurement support services tasks and the contract management support services in H-12. It is noted that for the Leadership team, additional criteria are defined within the SoW and evaluation criteria.

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**Question: 26**

At Attachment 1 of Part 4, C-M4 requires Bidders to submit a high-level procurement approach for the Government of Canada to procure design and implementation services for the BDM solution. C-M4 (a) further requires an analysis of two or more options for the procurement approach. Given that the BDM solution has not yet been fully defined, would Canada please clarify if Bidders are to offer specific procurement options for a BDM solution, or a procurement approach that will generate options for ESDC's decision?

**Answer: 26**

With regard to C-M4, Bidders must submit a high-level procurement approach that offers specific procurement options for a BDM solution that are based on past procurements for solutions supporting transformations of a similar size and scope, recognizing that exact matches of solutions is unlikely.

For example, the complexities associated with BDM is described in the reference material (Letter of Interest #G9292-176824/A, Industry Day presentation, slides 22-56 and 64 to 96).

Canada's intent is to investigate potential innovative solutions for a large services and technology procurement based on industry recommendations, industry best practices, and lessons learned from other large-scale procurements.

**Question: 27**

At Attachment 1 of Part 4, C-M1 (i) requires that "the project definition phase of the project was completed within 8 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B)." For large transformations that are ongoing at this time with implementation, the project definition phase may have been completed outside of this window. Would Canada accept a project reference whose project definition phase was completed within 10 years prior to the bid closing date of this RFP?

**Answer: 27**

Canada agrees to accept reference projects in response to C-M1 whose project definition phase was completed within 10 years prior to the bid closing date of this RFP. Mandatory criteria C-M1 (i) and rated criteria C-PR2.2 (i) will be modified accordingly. **See Change # 10.**

**Question: 28**

Would Canada please confirm that:

- a. the \$1.87 million fixed fee is for the delivery of the four Milestone Deliverables identified in A-1.2 (a) through (d) of Annex A - Statement of Work (SOW), with Project Authority approval of these deliverables, as well as for strategic advisory services from the Leadership Team on an as-needed basis; and,
- b. the remaining work identified in section A-1.2 of Annex A - Statement of Work (SOW) will be delivered as-and-when required through task authorizations as per the Project Authority approved Final Project Plan from Milestone Deliverable #2?

**Answer: 28**

In response to a) and b), the allocated funds divided into firm prices totalling the amount of \$1.87M will be paid in accordance with Annex B – Pricing Schedule, Table 1 and Table 2 for the work described in the contract.

As a result, for the initial contract period, additional task authorizations will be not raised for the completion of the work outlined in Annex A, Statement of Work, Section A - Leadership Team.

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**Question: 29**

Regarding the leadership team's reference projects requested at Attachment 1 to Part 4 (p.14-21 of 44), LTPE-M1(ii)(b) and LTPgM-M1(ii)(b) request a client reference number, and LTVM-M1(ii)(b), LTPS-M1(ii)(b), LTТА-M1(ii)(b), LTCM-M1(ii)(b) request a reference number. Can Canada please clarify that "client reference number" or "reference number" is meant to refer to how the reference projects are numbered and/or referred to within the resume, and whether or not "client reference number" and "reference number" mean the same thing?

**Answer: 29**

Canada confirms that "client reference number" and "reference number" refer to how the reference projects are numbered and/or referred to within the résumé (ex. client contract reference number). Canada also confirms that the terms "client reference number" and "reference number" are used interchangeably and have the same meaning.

**Question: 30**

Regarding, C-PR6 – Procurement Approach at Attachment 1 to Part 4, bullet (a) requests that Bidders demonstrate an analysis of three or more options for the procurement approach. Would Canada please clarify which of the following is the correct interpretation of what is meant by "three or more options":

1. Three or more options in total (i.e., three or more procurement approach options analyzed between C-M4 and C-PR6);
2. Three or more options in addition to the "two or more options" asked for in C-M4(a) (i.e., five or more procurement approach options analyzed C-M4 and C-PR6); or
3. Three or more options for implementing the proposed procurement approach from C-M4(c)?

**Answer: 30**

In accordance with C-PR6 (a), Canada requires that the Bidder demonstrate a combined total of three or more procurement approach options between C-M4 and C-PR6 for a combined total of three or more procurement options.

**Question: 31**

Further to section 3.3 of Attachment 1 to Part 4 – Technical Evaluation, Bidders are required to "limit their response for each point-rated criteria to a maximum of 3,000 words", which is roughly equivalent to 6 pages. While we appreciate the need for brevity, scoring full points on C-PR6 - Procurement Approach requires Bidders to provide substantial information based on previous projects to describe the proposed procurement strategy, preliminary work plan and timeline, and consideration of key risks for recommended procurement options. Would Canada please consider doubling this word count limit to 6,000 words for C-PR6 so that Bidders have sufficient content allowance to adequately prepare a response for 160 points, as defined in the evaluation grid?

**Answer: 31**

For C-PR6, the maximum number of words has been increased to 6,000. **See Change #11.**

**Question: 32**

At Attachment 1 to Part 4 (p.8 of 44), regarding requirement C-M3(c): would Canada please clarify if Bidders are to show that:

- a. collectively, the proposed Leadership Team demonstrates experience in all of the (i) - (vii) areas (i.e. some members have experience in some areas of (i) - (vii) but not in all of these areas); or
- b. each member of the proposed Leadership Team demonstrates experience in areas (i), (ii), and at least one additional area from (iii) - (vii)?

**Answer: 32**

The proposed Leadership Team must collectively demonstrate experience in all of the (c) (i) to (vii) areas resulting in a combined demonstrated experience for all areas ((c) i to vii). Areas (c) iii) to vii) require a minimum of one component demonstrated in each respective area.

**\*\*\* ALL OTHER TERMS & CONDITIONS REMAIN UNCHANGED \*\*\***