



RETURN BIDS TO:

RETOURNER LES SOUMISSIONS À:

**Bid Receiving - PWGSC / Réception des soumissions
- TPSGC**

**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

Title - Sujet Transformation Program Office (TPO)	
Solicitation No. - N° de l'invitation G9292-188396/B	Amendment No. - N° modif. 007
Client Reference No. - N° de référence du client G9292-188396	Date 2017-08-22
GETS Reference No. - N° de référence de SEAG PW-\$\$XE-677-31557	
File No. - N° de dossier 677xe.G9292-188396	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2017-08-29	
Time Zone Fuseau horaire Eastern Daylight Saving Time EDT	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Chow, Mejuine	Buyer Id - Id de l'acheteur 677xe
Telephone No. - N° de téléphone (819) 420-0333 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée	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

Request for Proposal (RFP)

Solicitation Amendment: 007

This RFP amendment 007 has been raised to:

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

(A) CHANGES

Change 12

At Annex A – SOW (p. 10 of 27), section A-1.2 – Deliverables:

DELETE:

- f. Briefings – estimate 10 per month or more
 - i. Deliver briefing material for ESDC senior management and ESDC governance committees.
- g. Presentations and Decks – estimate 15 per month or more
 - i. Present presentations and decks.
 - ii. Present findings, including recommendations for changes, on key ESDC planning stage documents.
 - iii. Deliver Leadership Alignment action plans.
- h. Interviews and Meetings – estimate 20 per month or more
 - i. Conduct Leadership Alignment interviews.
- i. Working Sessions – estimate 10 per month or more
 - i. Lead or participate in stakeholder engagement sessions.
 - ii. Lead or participate in on-boarding sessions.
 - iii. Deliver material for the above noted working sessions.

INSERT:

- f. Briefings – estimate 2 per month or more
 - i. Deliver briefing material for ESDC senior management and ESDC governance committees.
- g. Presentations and Decks – estimate 3 per month or more
 - i. Present presentations and decks.
 - ii. Present findings, including recommendations for changes, on key ESDC planning stage documents.
 - iii. Deliver Leadership Alignment action plans.
- h. Interviews and Meetings – estimate 5 per month or more
 - i. Conduct Leadership Alignment interviews.
- i. Working Sessions – estimate 2 per month or more
 - i. Lead or participate in stakeholder engagement sessions.
 - ii. Lead or participate in on-boarding sessions.
 - iii. Deliver material for the above noted working sessions.

(B) QUESTIONS

Question: 33

With regards to the Leadership Team, the mandatory criteria identified at Attachment 1 to Part 4 require very senior resources to meet the experience requirements, and further require Bidders to provide a copy of each proposed resource's degree or diploma. For some of these senior resources who graduated over 30 years ago, the request to obtain a copy of their degree/diploma will take considerable time, as they need to be pulled from institutional archives. Will Canada accept a confirmation of graduation from recognized institutions at the time of bid submission, with a copy of the diploma/degree submitted after contract award?

Answer: 33

Yes, Canada will accept confirmation of graduation from recognized educational institutions at time of bid submission provided a copy of the diploma/degree, or other proof of completion such as a letter of confirmation or transcript from the institution, is submitted upon Contracting Authority's written request, prior to contract award. In accordance with 4.1.4 of the RFP, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary documentation.

Question: 34

Can Canada please clarify whether the level of effort in Form 3 - Part "B" to Part 4 is representative of the expected level of effort by resource category and level that will be required for the initial and optional contract periods, or intended simply for illustrative purposes?

Answer: 34

In accordance with Form 3 – Part "A" to Part 4, section 1.5, the estimated levels of effort included in Form 3 – Part "B" to Part 4 are for evaluation purposes only. They are based on current best estimates for the initial and optional periods. They do not form part of the resulting contract and inclusion of this data in the bid submission does not represent a commitment by Canada.

Question: 35

Please confirm that the incumbent of the previous BDM phase is in a conflict of interest situation and is prohibited from bidding on this RFP due to the integral work performed.

Answer: 35

No conflict of interest has been determined as any contract work delivered or information provided to contractors under ESDC contracts that may lead to a perception of advantage in relation to any future BDM procurements, are and will be shared as reference material under existing and future BDM procurements. These reference materials are available on the LAC direct website.

Question: 36

We have some concerns related to the skills requirements, particularly with respect to the Project Executive (defined at Annex H, H-14 / H-14.1). The mandatory and rated requirements for the Project Executive focus on business and IT expertise and experience. Based on our experience as strategic advisors on similar programs, we have seen that the reliance on a single lead individual with all of the necessary skills ranging from value management, procurement to COTS-based technology can add significant risk should some

unforeseen event occur. Additionally, there is no requirement for experience in social services transformation engagements.

Accordingly, we recommend that the Project Executive has an integrated technology solutions co-lead; i.e., the lead Project Executive should bring the necessary "social" service delivery experience supported by a co-lead that brings the deep IT-enabled transformation expertise, as these are very different skill sets.

Answer: 36

Canada does not intend to rely on one single individual to lead the Transformation Program Office. As per Annex A, Statement of Work, Section A, Canada recognizes the role of visionary leadership in the success of major business and IT transformation projects and is seeking a team of experienced individuals, including a technology lead, to provide senior advisory services to ESDC executives.

Question: 37

With respect to the customer references requested, due to client confidentiality considerations, the customer has requested to remain confidential until such time as the reference check is required at which point, the bidder can coordinate contact between Canada and the reference. Please confirm that this is acceptable.

Answer: 37

Further to section 4.2.4.1 of the RFP, the Bidder is requested to provide a client contact for each reference project in its bid. If information requested is not provided in the bid, the Bidder must provide the information upon request by the Contracting Authority within the timeframe identified in the request. Canada confirms that it is acceptable to provide the information following request by the Contracting Authority.

Question: 38

Further to section A-1.2 of Annex A – SOW (p. 9 of 27), the list of deliverables stated in that section is not conducive to how most consulting companies allocate staff to related tasks, yet this is the part of the work that, as per Canada's guidelines, is fixed cost and only relates to the 6 leaders. To produce the deliverables you state, these resources would have to be dedicated 100% and would still be stretched to deliver.

In order to deliver these outputs, can the Contractor expect to have TAs released to produce the work (deliverables described in the SOW related to the Leadership team in point A-1.2) with more junior resources? Naturally the Leadership Team would oversee the development and ensure the quality of the deliverables, but would not be doing the weight of the work which is not cost-efficient for their expertise, and for ESDC.

Answer: 38

The Contractor is expected to internally allocate whichever resources they consider are appropriate to complete the Milestone Deliverables. The deliverables are the responsibility of the Leadership Team. TAs will not be raised for resources, nor will CVs be requested for any supporting resources, to undertake the work described in the Leadership Team deliverables under section A-1.2 of the SoW.

Aside from the four defined Milestone Deliverables in Annex B - Price Schedule, the Leadership Team is expected to provide expertise, oversight of work and deliverables, advice and guidance during the initial 18 month contract period.

Question: 39

Further to section A-1.2 of Annex A – SOW (p. 9 of 27), specifically f, g, h, and i, assuming that each of the meetings described in the deliverables take at least 1 hour, members of the leadership team would spend upwards of 40 hours on various meetings per month. This excludes preparation time. In our opinion this time requirement is also unrealistic for ESDC leaders to be involved in. We believe that the most value-add from the Leadership Team is to contribute 2 ways: 1. Oversee the development of the deliverables of the project and ensure that their knowledge and experience is incorporated 2. Lead and participate the most senior engagement of ESDC stakeholders.

Can the Bidder suggest a governance model that would create different types of meetings and briefings with different levels of stakeholders of ESDC and ensure that the right level of resources from the Bidder are involved, not to overload the Leadership Team?

Answer: 39

The numbers of deliverables are estimates. The Contractor is required to propose a suitable governance model as part of Milestone Deliverable #1 (Transformation Methodology) and Milestone Deliverable #2 (Project Plan) that addresses the overarching BDM governance needs. It is expected that the members of the Leadership Team will participate as appropriate in both formal and informal briefings and meetings. Estimates per month provided under section A-1.2 of the SoW, bullet f, g, h, and i, have been revised.

See Change # 12.

***** ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED *****