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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

Title - Sujet Transformation Program Office (TPO)	
Solicitation No. - N° de l'invitation G9292-188396/B	Amendment No. - N° modif. 008
Client Reference No. - N° de référence du client G9292-188396	Date 2017-08-23
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 2017-09-11	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: 008

This RFP amendment 008 has been raised to extend the bid closing date from August 29 to **September 11, 2017, at 2:00pm EDT**, and to:

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

(A) CHANGES

Change 13

At Attachment 1 to Part 4 (p.15 of 44) – Criterion **LTPE-M2**,

DELETE: (e) 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).

INSERT: (e) 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).

Change 14

At Attachment 1 to Part 4 (p.15 of 44) – Criterion **LTPE-M3**,

DELETE: (e) Demonstrate that the project implementation phase of the project was completed, or substantially* completed within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B).

INSERT: (e) Demonstrate that the implementation phase of the project was completed, or substantially* completed within ten (10) years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B).

Change 15

At Attachment 1 to Part 4 (p.17 of 44) – Criterion **LTPgM-M2**,

DELETE: (e) Demonstrate that the project definition phase of the project including implementation was completed within eight (8) years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B).

INSERT: (e) 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).

NOTE: “including implementation” has been removed in the English version.

Change 16

At Attachment 1 to Part 4 (p.18 of 44) – Criterion **LTPgM-M3**,

DELETE: (e) Demonstrate that the implementation phase of the project was completed, or substantially* completed within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B).

INSERT: (e) Demonstrate that the implementation phase of the project was completed, or substantially* completed within ten (10) years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B).

Change 17

At Attachment 1 to Part 4 (p.36 to 43 of 44) – Criteria **LTPE-PR1**, **LTPgM-PR1**, **LTVM-PR1**, **LTPS-PR1**, **LTTA-PR1** and **LTCM-PR1**,

DELETE: (c) Demonstrate that the project was completed, or substantially* completed, within 5 years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and

INSERT: (c) Demonstrate that the project was completed, or substantially* completed, within ten (10) years prior to the bid closing date of this RFP (Solicitation #G9292-188396/B); and

NOTE: Change # 17 supersedes Change # 5 (Amd 005), i.e. “10 years” apply to criterion LTCM-PR1 – c).

Change 18

At Attachment 1 to Part 4 (p.8 of 44) – Criteria C-M3

DELETE: 2. Project details (client contract reference number, position category(ies) and level(s), start and end dates (dd/mm/yy)) of the work performed under the reference projects; and

INSERT: 2. Project details (client contract reference number, position category(ies) and level(s), start and end dates (month, year) of the work performed under the reference projects; and

Change 19

At Attachment 1 to Part 4 (p.14 to 21 of 44) – Criteria **LTPE-M1**, **LTPgM-M1**, **LTVM-M1**, **LTPS-M1**, **LTTA-M1**, and **LTCM-M1**,

DELETE: ii. For each reference projects,

- a. Client contact information (name of organization; contact name, email address, phone number)
- b. Reference Project details (client reference number, position category(ies) and level(s), start and end dates (dd/mm/yy)) of the work performed by the resource; and
- c. Summary of professional services (description of scope and key roles and responsibilities).

INSERT: ii. For each reference projects,

- a. Client contact information (name of organization; contact name, email address, phone number)
- b. Reference Project details (client reference number, position category(ies) and level(s), start and end dates (month and year) of the work performed by the resource; and
- c. Summary of professional services (description of scope and key roles and responsibilities).

(B) QUESTIONS

Question: 40

At Attachment 1 to Part 4, LTPgM-M2 (p. 17 of 44) requires that the proposed Program Manager provide 1 reference project in support of the project definition phase of a transformation project with a total project value of at minimum \$10 Million, a minimum duration of 12 months with the proposed Program Manager as the lead for the full 12 months, completed within 8 years prior to the bid closing date of this RFP.

LTPgM-M3 (p. 17 of 44) requires that the proposed Program Manager provide 1 reference project with a total project value for the implementation phase of at minimum \$200 Million, a minimum duration of 3 years with the proposed Program Manager as the lead for a minimum duration of 2 years, completed within 5 years prior to the bid closing date of this RFP.

LTPgM-PR1 (p. 38 of 44) further asks for the proposed Program Manager to provide 2 more reference projects, each a minimum duration of 12 months, completed within 5 years prior to the bid closing date of this RFP, with total project value of at minimum \$100 Million each.

While experienced Program Managers will have reference projects of these durations and project values, it is highly unlikely that they would have four such reference projects within the limited window of the last 5-8 years. Given that there is nothing about a Program Manager's experience that gets dated or that becomes irrelevant over time, can Canada please remove the requirement in LTPgM-M2, LTPgM-M3 and LTPgM-PR1 for these reference projects to be completed within a defined period (5 or 8 years) prior to the bid closing date of this RFP?

Answer: 40

NOTE: For LTPgM-M3 – c), the total project value for the implementation phase has been reduced to a minimum of \$100M. **See Amendment 005, Change # 7.**

Canada requires a Program Manager with both recent and significant experience in planning and implementing major business and IT transformation projects. For this reason, Canada is unable to remove the requirement in LTPgM-M2, LTPgM-M3, and LTPgM-PR1 for the submitted reference projects to have been completed within a defined period prior to the bid closing date of this RFP.

Canada agrees to extend the period for LTPgM-M2 (e), LTPgM-M3 (e) and LTPgM-PR1 (c) to within the last ten (10) years prior to the bid closing date of this RFP.

See changes # 15, 16 and 17, respectively.

Question: 41

At Attachment 1 to Part 4, LTPE-M2 (p. 14 of 44) requires that the proposed Project Executive provide 1 reference project with a total project value for the project definition phase of at minimum \$10 Million, a minimum duration of 12 months with the proposed Project Executive as the lead for the full 12 months, completed within 8 years prior to the bid closing date of this RFP.

LTPE-M3 (p. 15 of 44) requires that the proposed Project Executive provide 1 reference project with a total project value for the implementation phase of at minimum \$100 Million, a minimum duration of 3 years with the proposed Project Executive as the lead for a minimum duration of 2 years, completed within 5 years prior to the bid closing date of this RFP.

LTPE-PR1 (p. 36 of 44) further asks for the proposed Project Executive to provide 2 more reference projects, each a minimum duration of 12 months, completed within 5 years prior to the bid closing date of this RFP, with total project value of at minimum \$100 Million each.

While experienced Project Executives will have reference projects of these durations and project values, it is highly unlikely that they would have four such reference projects within the limited window of the last 5-8 years. Given that there is nothing about a Project Executive's experience that gets dated or that becomes irrelevant over time, can Canada please remove the requirement in LTPE-M2, LTPE-M3, and LTPE-PR1 for these reference projects to be completed within a defined period (5 or 8 years) prior to the bid closing date of this RFP?

Answer: 41

Canada requires a Project Executive with both recent and significant experience in planning and implementing major business and IT transformation projects. For this reason, Canada is unable to remove the requirement in LTPE-M2, LTPE-M3, and LTPE-PR1 for the submitted reference projects to have been completed within a defined period prior to the bid closing date of this RFP.

Canada agrees to extend the period for LTPE-M2 (e), LTPE-M3 (e) and LTPE-PR1 (c) to within the last ten (10) years prior to the bid closing date of this RFP.

See changes # 13, 14 and 17, respectively.

Question: 42

At Attachment 1 to Part 4, for requirements LTVM-PR1 (p. 39 of 44) and LTТА-PR1 (p. 42 of 44), there is a requirement for up to two reference projects, each of which should have a minimum duration of 12 months with a value of at minimum \$100 Million. It is unlikely that a value management lead or a technology/architect lead would have led two such projects within the last 5 years, lasting at least 12 months each. Typically, resources of this caliber would have led the transformation on a single, large scale engagement for more than 12 months in the last 5 years. We respectfully request that Canada reduce the requirement to a single project reference of at least \$100 Million lasting at least 12 months, completed within the last 5 years.

Answer: 42

Canada is looking for a leadership team with significant and recent experience in value management and procurement in major business and IT transformation projects. Canada agrees to modify the requirement for LTVM-PR1 and LTТА-PR1 to up to two (2) reference projects, each with a value of at minimum \$100M within the last ten (10) years prior to the bid closing date of this RFP.

See change # 17.

Question: 43

At Attachment 1 to Part 4 (p. 36 to 44 of 44), requirements LTPE-PR1, LTPgM-PR1, LTVM-PR1, LTPS-PR1, LTТА-PR1, and LTCM-PR1 request Bidders to provide up to 2 reference projects that were completed within 5 years prior to bid closing date of this RFP, while also suggesting that the responsibilities to be demonstrated in these references projects can be drawn from the same reference project(s) used in response to other point-rated technical criteria. However, the project references from C-PR2.2 are only required to have been completed within 8 years of the bid closing date of this RFP. Because of the different timeframes within which these project references are required to be complete, certain references from C-PR2.2 (p. 24 of 44) are precluded from being used in the rated requirements LTPE-PR1, LTPgM-PR1, LTVM-PR1, LTPS-PR1, LTТА-PR1, and LTCM-PR1 of the leadership team. Can Canada please modify LTPE-PR1, LTPgM-PR1, LTVM-PR1, LTPS-PR1, LTТА-PR1, and LTCM-PR1 such that the project references may be within 8 years (rather than the current 5 years) of the bid closing date of this RFP to allow Bidders to draw on references from C-PR2.2?

Answer: 43

Canada agrees to modify the period LTPE-PR1, LTPgM-PR1, LTVM-PR1, LTPS-PR1, LTТА-PR1, and LTCM-PR1 to within the last ten (10) years prior to the bid closing date of this RFP.

See change #17.

NOTE 1: C-PR2.2 (i) was revised under Amendment 006 – Change #10: “to within 10 years prior to the bid closing date of this RFP”.

NOTE 2: For criterion LTCM-PR1 c), this answer # 43 supersedes Answer # 17 (in Amd 005), i.e. “10 years” applies.

Question: 44

In the RFP Bid Preparation Instructions, section 3.2.6 Résumés for Proposed Resources (f), work experience details is to include "month and year" whereas in the Mandatory Technical Criteria for the proposed leadership team, Reference Project details are required to include start and end dates in the format of "dd/mm/yy" of the work performed by the resource. Please confirm that the required date format to demonstrate the start and end dates for a proposed resource's work experience is "month and year".

Answer: 44

The required format to demonstrate the start and end dates for a proposed resource's work experience is "month and year".

See changes #18 and 19.

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