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<b>Title - Sujet</b> TRAINING CAPABILITY DEVELOPMENT	
<b>Solicitation No. - N° de l'invitation</b> W8486-163226/C	<b>Date</b> 2017-09-06
<b>Client Reference No. - N° de référence du client</b> W8486-163226	<b>GETS Ref. No. - N° de réf. de SEAG</b> PW-\$\$\$ZG-402-31774
<b>File No. - N° de dossier</b> 402zg.W8486-163226	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2017-10-31</b>	
<b>Time Zone</b> <b>Fuseau horaire</b> 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> Lalonde, Martin	<b>Buyer Id - Id de l'acheteur</b> 402zg
<b>Telephone No. - N° de téléphone</b> (873) 469-3958 ( )	<b>FAX No. - N° de FAX</b> (819) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> DEPARTMENT OF NATIONAL DEFENCE KINGSTON KINGSTON Ontario K7K 7B4 Canada	

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<b>Signature</b>	<b>Date</b>

**TRAINING AND CAPABILITY DEVELOPMENT SUPPORT SERVICES FOR CANADIAN ARMED FORCES LAND OPERATIONS - W8486-163226/A**  
**TCSS - Industry Day and RFI Questions, comments and responses**

	Question (Q) / Comment (C)	Response
Q1	Slide 17 of the DND presentation refers to Independent contractor. Could DND please define Independent contractor?	An independent contractor is a non-core resource.
Q2	What is a definition of a bidder? More specifically, will Canada consider accepting partners, affiliates and sub-contractors under the definition of "Bidder" in the evaluation criteria?	Canada answered that this was not known at this point and that it would be addressed in the upcoming RFP.
Q3	Would Canada be opened to revisit the requirement to allow for sustainable initiative, reduce the resource capability and how the contractor has to provide the training in order to allow for more flexibility and better value for money?	The Canadian Armed Forces business does not change, DND has to minimize the risk associated with re-evaluating and updating the current structure. The new contract will include a clause that encourages innovation, including restructuring.
Q4	Will all the work be conducted via DND 626, Task Authorization (TA)?	Except for the Core resources which are contracted on an annual basis, yes, the work is conducted through DND 626. A DND 626 Task Authorization is formulated for every activity. Every month the contractor is provided a monthly Task List issued by the Technical Authority advising them of the upcoming activities.
Q5	With regards to the Mandatory Evaluation Criteria MT1, would Canada allow suppliers to combine years of experience and value based on different contracts that would add up to the Criteria requirement? Would Canada also consider International experience?	Canada's position will be further elaborated in the RFP.
Q6	Would Canada consider a reduction to the size of the non-core resources pool?	Based on historical data, it is difficult to consider any reduction to the size of the qualified non-core resources pool. Because of the nature of the requirement, which is a "no fail task" in terms of operational readiness, this is what the Army currently needs in term of resources.
Q7	With regards to Mandatory Evaluation Criteria MT2, the intent it is not clear. What are you asking exactly?	Canada's position will be further elaborated in the RFP.

Q8	<p>Who are the people conducting the training?</p>	<p>The Contractor conducts the training. CASC collaborates to the development of the training but the requirement is to enable training by delivering exercise design, development and delivery, which may or may not include simulation. Canada will be looking into adding a mandatory criteria that will address the training aspect.</p>
Q9	<p><b>Question #6 of the RFI:</b> Are there any requirements or other portion of the provided documents that would preclude you from bidding? If yes, can you identify these items and explain why and if possible provide an alternative solution?</p> <p>Yes, from Attachment 1 to Part 4: Technical Criteria (p 120 of 176)</p> <ul style="list-style-type: none"> <li>• Excessive Bidder Requirements limit bidders to larger companies and exclude small companies that can provide more agile and flexible support Recruitment: decrease contract dollar value figure and focus more on recruitment of qualified training personnel with focus on skills and experience. Requirement should be based on successful recruitment in support of contract versus just a minimum number of resources recruited. Eliminate minimum number (75).</li> <li>o Simulation Activities: Bidders should provide previous experience without necessitating a minimum contract value or number of resources or streams of resources.</li> <li>• Very Excessive Resource Requirements basically eliminates competition and favors incumbent with current workforce;             <ul style="list-style-type: none"> <li>o There are 76 resources listed that require some type of certificate/diploma with the bid.</li> <li>o This excessive proposal requirement will most likely result in a no-bid decision for most competitors</li> <li>o Recommend requiring CV's and certificates/diplomas for only MGT group personnel/resources</li> <li>o Once awarded, non-incumbent bidders will definitely leverage incumbent workforce to meet resource requirements and utilize company resources and recruiting capabilities to meet any replacement requirements</li> </ul> </li> </ul>	<p>Addressed within RFP and Serial Q6 Above</p>

C1	A Supplier encouraged Canada to modify MT1 and MT2 which they see as too restrictive as currently written. The supplier believes that by modifying those criteria, it could be seen as more fair and reasonable, and encourage competition.	Canada will consider this comment and requested that bidder identify specific areas of concern in their RFI response so as to review the criteria and if possible, address concerns accordingly.
C2	A Supplier raised concerns with regards to the number of resources required. They would like to have the capacity to propose a lower number of resources to the functional groups such that would allow cost savings. The restrictive aspect of resource requirement could be minimized and enable the bidder to secure the best resources.	Historical data from the past years clearly demonstrates that there is not a lot of flexibility in the number of resources required due to concurrent activities that happen at various times simultaneously across the country. The current operational procedures have proven to be effective to handle the many tasks are required at the same time. Therefore, for that reason alone, this requirement cannot be modified.
C3	In a lot of the mandates, the word AND and MUST are used to comply with all the description under each requirement which could lead to many non-compliant responses.	The technical document is draft only and Canada intends to revisit the document.
C4	A Supplier raised a concern about some of the technical criteria since they are currently written with a focus more on the staffing aspect of the requirement rather than addressing the complexity of preparing and delivery the required training. They pointed out that this is a requirement that is critical to the Canadian Armed Forces as it is not only a resource contract.	Canada encouraged the supplier to respond to the RFI in writing and to provide feedback on the areas that feel require improvement. By doing so, Canada can analyze where the documents require attention and possibly revise them.

C5	<p><b>DND Defence Procurement – Sustainment Initiative (SI):</b> Canada – specifically the Department of National Defence (DND) and its subordinate procurement arm: Assistant Deputy Minister (Material) [ADM(Mat)] – has implemented effective June 8, 2016 the SI in an effort to procure tailored in service support solutions valued at \$20 Million (irrelevant whether nature of funding is Vote 1 or Vote 5) or more following a coherent and standardized interdepartmental approach guided by the four principles of sustainment: Performance, Value for Money, Flexibility and Economic Benefits. (See <a href="https://buyandsell.gc.ca/policy-and-guidelines/policy-notifications/PN-118">https://buyandsell.gc.ca/policy-and-guidelines/policy-notifications/PN-118</a>).</p>	<p>Although this requirement is not a Sustainment Initiative, rather a service contract for the delivery of training and capability development, Canada strives to maintain an open, fair and transparent procurement process that will nonetheless result in a contract that is flexible, represents best value with an economic benefit to the Canadians, and will be awarded to a supplier with proven performance. The competitive process will ensure the best value to Canada through a selection methodology that combines both technical merit and price as well as the inclusion of point-rated criteria that will evaluate the Bidder's experience, approach, methodology and risk management. Moreover, the application of the Canadian Content Policy will ensure there is an economic benefit to Canada. Once the contract is awarded, it will include a provision for flexibility and innovation in order to adapt to the changing nature of the Canadian Armed Forces operational requirements. Lastly, through industry engagement activities, including a RFI, Industry Day and one-on-one meetings with potential suppliers, Canada has developed an evaluation plan that will ensure the successful bidder has experience successfully delivering similar services, thereby ensuring a strong performance under any resulting contract.</p>
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C6	<p><b>Canadian Army Simulation Strategy (CASS) Version 2.0, July 2015:</b> Canada implemented subject strategy in 2015. More specifically, Commander CADTC has enunciated:</p> <p>a. An intent to evolve – through the projected period of performance of this solicitation – the current constructive simulation baseline of JCATS + ABACUS + VBS to a “Sim-in-a-Box” capability through to the conceptual and consolidated Future Canadian Army Integrated Training Environment (F-CITE). More specifically, the intent to evolve the constructive simulation baseline along the lines of coherency and the desire for a single Computer Generated Force (CGF) service that can be aggregated sufficiently to simulate Levels 1 through 6 activities, enabling both C2 and tactical training.</p> <p>b. A guiding principle of efficiency. To quote from CASS: “The use of simulation should bring about a reduction in the overall cost of doing business. This is not strictly limited to running costs, but can include savings of capital, maintenance, administration, personnel costs, time and the environmental impact. A reduction in any or all of these costs may not be immediate, but should be forecasted over the anticipated lifespan of the system.”</p>	<p>Resources selected in support of the TCSS RFP must be able to demonstrate not only an understanding of the work to be carried out but a proven ability to manage and coordinate a complex, multi-disciplined and dispersed contract. This contract is national in scope and carries with it the challenges of delivering training events simultaneously, in both official languages, and at many locations nation-wide. Bidders must be able to show that they have the requisite experience in designing, developing and delivering training where there are multiple levels of training audiences (vertical) as well as a wide variety of peer organizations (horizontal) taking part in the training. Bidders must have experienced resources that are able to accomplish this: to conduct multiple training events requiring all of the above skills and experience simultaneously whilst physically dispersed, sometimes by thousands of kilometres. 2. The process of exercise design, development and delivery utilized through the TCSS Contract must adhere to the Canadian Army’s systems approach to training. This process is not only proven, but adheres to Canada’s that used by NATO and Canada’s ABCANZ partner nations and will remain extant within the period of the TCSS Contract, including option periods.</p> <p>Due to the various and diverse locations supported through the TCSS Contract, the existing resource structure, and as proposed in the re-bid documentation, must be followed. This will afford effective and efficient oversight and depth of skill at each location in order to meet the broad-ranging training requirements identified by CA and other organizations. This also minimizes risk that would rise sharply were a new resource structure to be introduced during a compressed period of transition.</p> <p>4. The current CA suite of simulation tools and supporting software will remain extant at contract award and for the foreseeable future. The CA is implementing a training network that will provide complete connectivity in support of training development and delivery between all locations within the TCSS Contract. This network will also be employed to conduct training with Canada’s NATO and ABCANZ partner nations focussing on interoperability with these nations.</p>
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		Interoperability requires the CA to focus on common simulation systems and C2 integration tools which are being employed today. CA training will focus on system and software development of the existing tool set. The CA has made significant investment in the training program supported by the Incumbent contractor, which has ensured efficiencies in both resources and operational flexibility in maintaining force readiness
C7	The specific and proscriptive identification and delineation of the need for the 64 Core Resources at Appendix 1 to the Statement of Work (SOW) to fulfill the requirements of the Management, Activity Coordination, Activity Design and Conduct, and the Modelling and Simulation Support Groups. This requirement offers no avenue by which a bidder can offer service solutions that are more efficient, and can offer better performance, value for money or flexibility to Canada.	Addressed within serials C5 and C6 above
C8	The proscriptive nature of the descriptions at Paragraph 7 of the Statement of Work (Activity Tempo) of specifically how many resources would be required to support exercises for CASC, CTC and other CAF Organizations. Again, this requirement offers no avenue by which a bidder can offer service solutions that are more efficient, and can offer better performance, value for money or flexibility to Canada.	Addressed within serial Q3 above

C9	<p>The RFI requirements as written do not anticipate the evolution toward a single CGF and the F-CITE within the period of performance of this contract. Moreover, the RFI just not acknowledge or anticipate the current general trend and evolving set of best practices toward easier to use constructive simulation architectures thereby requiring less management and less support. The RFI as currently written assumes the same manning requirement will be required as the constructive simulation baseline evolves toward the single CGF and F-CITE. Flexibility needs to be built into the RFI in order for industry to offer better ways to support the constructive simulation baseline over the life of the contract. Resultant cost savings can then be re-applied to re-building and evolving follow-on generations of the constructive simulation baseline (Value for Money).</p>	<p>Addressed within serials C5 and C6 above</p>
C10	<p>It is the potential bidders' observation that Canada's motivation in designing MT1, MT2 and MT3 was in terms of mitigating the perceived risk by the Technical Authority that any new contractor would not have the recruiting processes and capacities to meet the resource needs of this contract through its period of performance. However, as stated above, making past contract size and resource recruiting capacity as the sole determinants of contractor qualification closes the door for bidders to offer avenues by which they can offer service solutions that are more efficient, and can offer better performance, value for money or flexibility to Canada.</p>	<p>Addressed within serials C5 and C6 above</p>