



**RETURN BIDS TO : - RETOURNER LES SOUMISSION À:**

**Canada Revenue Agency  
Agence du revenu du Canada**  
*See herein / Voir dans ce document*

**Proposal to: Canada Revenue Agency**  
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 and/or attached hereto, the goods and/or services listed herein and on any attached sheets at the price(s) set out therefor.

**Proposition à : l'Agence du revenu du Canada**  
Nous offrons par la présente de vendre à Sa Majesté la Reine du Chef du Canada, en conformité avec les conditions énoncées dans la présente incluses par référence dans la présente et/ou incluses par référence aux annexes jointes à la présente et ci-jointes, les biens et/ou services énumérés ici sur toute feuille ci-annexée, au(x) prix indiqué(s).

**Bidder's Legal Name and Address - (ensure the Bidder's complete legal name is properly set out)  
Raison sociale et adresse du Soumissionnaire - (s'assurer que le nom légal au complet du soumissionnaire est correctement indiqué)**

\_\_\_\_\_  
\_\_\_\_\_

***Bidder is required to identify below the name and title of the individual authorized to sign on behalf of the Bidder – Soumissionnaire doit identifier ci-bas le nom et le titre de la personne autorisée à signer au nom du soumissionnaire***

\_\_\_\_\_  
Name /Nom

\_\_\_\_\_  
Title/Titre

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date (yyyy-mm-dd)/(aaaa-mm-jj)

(\_\_\_\_)\_\_\_\_\_  
Telephone No. – No de téléphone

(\_\_\_\_)\_\_\_\_\_  
Fax No. – No de télécopieur

\_\_\_\_\_  
E-mail address – Adresse de courriel

**AMENDMENT TO REQUEST FOR PROPOSAL / MODIFICATION DE DEMANDE DE PROPOSITION**

<b>Title – Sujet</b> Professional Services Supply Chain	
<b>Solicitation No. – No de l'invitation</b>  1000335302	<b>Date:</b>  2017-09-13
<b>Amendment No. - N° modif.</b> <b>005</b>	
<b>Solicitation closes – L'invitation prend fin</b>  <b>on – le (2017-09-19) at – à 2:00 P.M. / 14 h</b>	<b>Time zone – Fuseau horaire</b>  EDT Eastern Daylight Time
<b>Contracting Authority – Autorité contractante</b>  Name – Nom Alastair Webb Address – Adresse - See original document/ voir document original E-mail address – Adresse de courriel – alastair.webb@cra-arc.gc.ca	
<b>Telephone No. – No de téléphone</b> (613) 867-5203	
<b>Fax No. – No de télécopieur</b> (613) 957-6655	
<b>Destination - Destination</b>  See herein / Voir dans ce document	
<b>THIS DOCUMENT CONTAINS A SECURITY REQUIREMENT. LE PRÉSENT DOCUMENT COMPORTE UNE EXIGENCE EN MATIÈRE DE SÉCURITÉ.</b>	



## SOLICITATION AMENDMENT # 005

This solicitation amendment is raised to:

1. Address the following questions submitted during the solicitation period as per RFP; and
2. Amend the RFP.

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**NOTE:** This will be the final release of question and answers. Any additional questions submitted pertaining to this RFP will not be answered.

### 1. QUESTIONS AND ANSWERS

Q1. We would like to request a 10 day extension to solicitation #100335302.

A1. CRA will not be extending the RFP.

Q2. Could CRA extend the closing date of this RFP to October 13th in order to be able provide a strong quality submission with all the data that we need to collect?

A2. CRA will not be extending the RFP.

Q3. Regarding SSM 4.1 Average Annual Revenues, we are trying to understand why CRA is expecting such a high dollar value per year in the last 3 years. Revenues of \$4M per year is about 16 fulltime SAP resources. Given there will be up to three contracts for the stream, does this mean that CRA has used the services of 48+ SAP consultants on a full time basis for each of the last 3 years? If no, then how many equivalent fulltime SAP consultants per year have been contracted? How many full time SAP resources does CRA expect to contract for each of the next three years? Does this mean that each of the three suppliers should expect to supply more than 16 resources per year? Otherwise please consider aligning the annual revenue requirement with what each of the three successful Bidders would be expected to provide.

A3. The requirement is defined to respond to the CRA's business needs based on historical data taking into accounts future initiatives.

Q4. Regarding SSM 4.1, we respectfully request that CRA lower the requirement to \$3.5M per year for the last three years. This is consistent with the number of billable hours required in other criteria.

A4. There has been sufficient usage of these resource categories to justify the revenues in SSM 4.1. There will be no change to this criteria.

Q5. Regarding SSM 4.1, we find the \$4M per year a high number. We exceed all of the requirements and have more than enough billable hours in the last 5 years to score 100% for R4.1 but cannot hit the average that SSM4.1 requires. The 66,000 hours needed for 100% for R4.1 equates to 8,800 days or almost \$3M per year for 3 years. Considering that CRA will be awarding 3 contracts for this stream please consider reducing this to \$3M so otherwise well qualified Bidders may compete.

A5. There has been sufficient usage of these resource categories to justify the revenues in SSM 4.1. There will be no change to this criteria.

Q6. Regarding R2.1 Contract Management Plan, we are trying to understand the need for the Client Manager to have the certifications as this change does not seem to align with common business practice. Many (most?) professional services firms providing SAP services use an account management team approach to large



corporate clients such as CRA. The Client Manager is the prime interface with the client and is supported by a team of specialists who perform functions such as recruiting, proposals, contract administration, billing, service delivery etc. More importantly, in our experience it is highly unlikely that a single individual would have the three different certifications required to score maximum points. We respectfully request that CRA reconsider linking these certifications to the Client Manager and instead allow a Bidder to present the capabilities and certifications of its team.

- A6. There will be no change to this criteria.
- Q7. Regarding R2.1 Contract Management Plan – Certifications. We are asking that CRA reconsider the need for the Client Manager to have recruiting certifications. SAP resources tend to be highly educated, hold advanced designations (CA, MBA etc.) and are career-driven independent consultants. As such dealing with such a talent pool does not require the HR experience that other workstreams may demand. As such we are asking that CRA consider changing this criteria by removing the need for individual certifications and award points for how a Bidder (its team) will attract, place, and retain in-demand SAP skills to support CRA's projects as described in a Contract Management Plan.
- A7. There will be no change to this criteria
- Q8. Regarding R2.1 Client Manager Certifications, almost 40% of the points will be awarded for recruiting certifications yet the key role identified is for a Client Manager which is not typically a recruiter. For SAP services, while recruiting is a key element, it is not the complete focus of the job of the Client Manager when working with large organizations like CRA. Usually a Client Manager is responsible for leading the client relationship, understanding business requirements and providing oversight to all activities related to the contract including the work of recruiters. Further, certifications alone are no guarantee of performance or experience. So we are requesting that CRA consider awarding points for the Client Manager with a degree in a related field and years of experience in fulfilling contracts for Professional Services like this i.e. 5 points for Bachelor of Business Administration or Commerce OR an applicable recruiting designation; AND 1 point for every year of experience in managing professional services contract for GC clients to a maximum of 10 points. This would seem to align better with the SOW. Otherwise, CRA is asking the Bidder for the services/credentials of a recruiter with multiple certifications and possibly very little other relevant knowledge and experience.
- A8. There will be no change to this criteria
- Q9. We are respectfully asking for a ten day extension. In addition to the unanswered questions, we are finding it difficult to obtain client reference approvals given so many people are on vacation.
- A9. CRA will not be extending the RFP.
- Q10. We are requesting clarification in regards to mandatory requirement M5 in relation to Mandatory Stream-Specific Criteria SSM X.2:
- a) We would like to confirm that a Bidder attempting to qualify for a specific stream can utilize (5) Professional Services Contracts, unrelated to the specific stream, with a minimum value of \$5,000,000.00 (including taxes) that has been awarded within the past five years (as of bid closing date) to substantiate Mandatory Corporate Experience Criteria M5. For example, Bidder X can substantiate Mandatory Corporate Experience Criteria M5 for Stream 4 SAP ERP services using 5 Mainframe Professional Services Contracts over \$5,000,000.00 awarded within the last 5 years.
  - b) For Mandatory Stream-Specific Criteria SSM X.2, we would like to confirm that a Bidder does not need to use the same references proposed in M5 to substantiate Mandatory Stream-Specific Criteria SSM X.2 for all of the



streams. Meaning a Bidder can substantiate requirement M5 using references A, B, C, D and E and then utilize references F, G, H, I and J to substantiate against Mandatory Stream-Specific Criteria SSM X.2.

- c) Can CRA please confirm a limit of 5 references for Mandatory Stream-Specific Criteria SSM X.2? The Mandatory Stream-Specific requirements does not specify a limit to the amount of references used, however there is a requirement that states: "Bidders must complete the minimum billable hours per resource category using the Billable Hours Response Table (Attachment A of Appendix 1)." The Billable Hours Response Table only has 5 positions for references.

- A10. a) Confirmed. M5 is not stream specific.  
b) Confirmed.  
c) There is no limit to the number of contract references for SSM X.2. As stated in Attachment A of Appendix 1, Bidders can add additional columns to the response table as required.

- Q11. Regarding the financial scoring on p.17, can you please confirm how we are to arrive at the Bid Evaluated Price in the Table 1: Example? We were given a spread sheet to enter hourly rates, but there is no number of days to calculate a total price of the bid. How will the crown determine the lowest priced bid?

- A11. As stated in Appendix 3, Financial Proposal, The ceiling hourly rates for each level and category presented by the bidder on the spreadsheet will be tabulated and used as a bid price score in the calculation of total combined ranking (see Part 4, Section 4.1.1, Table 1).

For clarification, the Bidders' "bid price score" is the sum total of the Bidder's proposed ceiling per hour rate for each level and category in the applicable Stream.

See Section 2 Amendments to RFP, #1 below.

- Q12. In order to substantiate the great number of billable days required across several streams, we are in the process of producing more than 150 unique contract references. For each of these, a client contact must be provided, and due to our internal quality processes, each client must be contacted and verified prior to bid submission. Given that an extension to the closing date does not seem possible, and given CRA's response to Q.109 in Amendment #4, which states "In the event that CRA exercises its right to contact the client reference(s) provided by the Bidder and is unable to reach the reference, the CRA will notify the Bidder", we would like to request that where it is not possible to verify the client contact information prior to bid closing, Bidders may provide the contact information at CRA's request during the evaluation period within 48 hours of receiving the request. This would allow us time to continue to validate/verify the correct client contact reference information after bid closing and have the information ready if requested.

- A12. No, the client contact information must be provided at bid closing.



## 2. AMENDMENTS TO THE RFP

1. At Appendix 3, Financial Proposal;

**INSERT:**

The Bidders' "bid price score" is the sum total of the Bidder's proposed ceiling per hour rate for each level and category in the applicable Stream.

2. At Section 1.4, Mandatory Median Rate Evaluation, Table 2: Maximum Number of Demerit Points Allowed for Each Stream;

**DELETE:**

Stream	Number of Categories and Levels	Maximum Number of Demerit Points Allowed
Stream 1 – Common Development Services	21	5
Stream 2 – IT Overview/Administration	15	3
Stream 3 – Cyber Protection Services	6	1
Stream 4 – SAP Enterprise Resource Planning (ERP) Services	15	3
Stream 5 – Administrative	24	5



**INSERT:**

<b>Stream</b>	<b>Number of Categories and Levels</b>	<b>Maximum Number of Demerit Points Allowed</b>
Stream 1 – Common Development Services	21	5
Stream 2 – IT Overview/Administration	15	3
Stream 3 – Cyber Protection Services	6	1
Stream 4 – SAP Enterprise Resource Planning (ERP) Services	15	3
Stream 5 – Administrative	15	3

**ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED**