



RETURN BIDS TO :

RETOURNER LES SOUMISSIONS À:

Shared Services Canada
krys.pikula@canada.ca

REQUEST FOR PROPOSAL

DEMANDE DE PROPOSITION

Proposal To: Shared Services Canada

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 or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out thereof.

Proposition aux: Services partagés Canada

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées

Instructions : See Herein

ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction

Instructions: Voir aux présentes

énumérés ici sur toute feuille ci-annexées, au(x) prix indiqué(s)

Comments - Commentaires

This document contains a Security Requirement

Vendor/Firm Name and address
Raison sociale et adresse du
fournisseur/de l'entrepreneur

Issuing Office – Bureau de distribution
Shared Services Canada
180 Kent Street
Ottawa, ON K1G 4A8

| | |
|--|--|
| Title – Sujet Talent Recruitment Services | |
| Solicitation No. – N° de l'invitation R000017904 | Date January 4, 2018 |
| Client Reference No. – N° référence du client 17904 | |
| GETS Reference No. – N° de reference de SEAG n/a | |
| File No. – N° de dossier 2b0kb17904 | CCC No. / N° CCC - FMS No. / N° VME |
| Solicitation Closes – L'invitation prend fin at – à 2:00 PM on – le February 16, 2018 | Time Zone Fuseau horaire Eastern Standard Time EST |
| F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/> | |
| Address Inquiries to : - Adresser toutes questions à: Krys Pikula | Buyer Id – Id de l'acheteur C38 |
| Telephone No. – N° de téléphone : 613-608-2207 | FAX No. – N° de FAX |
| Destination – of Goods, Services, and Construction: Destination – des biens, services et construction : See Herein | |
| Delivery required - Livraison exigée See Herein | Delivered Offered – Livraison proposée |
| Vendor/firm Name and address Raison sociale et adresse du fournisseur/de l'entrepreneur | |
| Facsimile No. – N° de télécopieur Telephone No. – N° de téléphone | |
| 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 | |



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PART 1 - GENERAL INFORMATION

1.1 Introduction

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, and the basis of selection;
- Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided;
- Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by Bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work, the Basis of Payment, Security Requirements, the Security Requirements Checklist, Federal Contractors Program for Employment Equity - Certification, the Task Authorization Form and any other annexes.

1.2 Summary

- 1.2.1 This bid solicitation is issued to engage and secure access to firm(s), or consortium(s), who are experienced and capable of providing SSC with talent recruitment services on a national and, potentially, international basis.

Each talent search should produce a number of short-listed candidates for consideration by SSC to fill positions across Canada in any or all of the following streams:

- Stream 1 – Executive
- Stream 2 – IT Specialist
- Stream 3 – Professional Specialist

It is intended to result in the award of one (1) contract for each stream above. Each contract will be awarded for three (3) years, plus two (2) additional one (1) year irrevocable options allowing Canada to extend the term of the contract.

- 1.2.2 There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the [Contract Security Program](http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.
- 1.2.3 The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), and the Canadian Free Trade Agreement (CFTA).
- 1.2.4 This bid solicitation is to establish a contract with task authorizations for the delivery of the requirement detailed in the bid solicitation to the Identified Users across Canada, excluding locations within Yukon, Northwest Territories, Nunavut, Quebec, and Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirement for deliveries within CLCAs



areas within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador will have to be treated as a separate procurement, outside the resulting contract.

- 1.2.5 The Federal Contractors Program (FCP) for employment equity applies to this procurement; refer to Part 5 – Certifications and Additional Information, Part 7 - Resulting Contract Clauses and the annex titled Federal Contractors Program for Employment Equity - Certification.”

1.3 Debriefings

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days from receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.



PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The 2003 (2017-04-27) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days
Insert: 120 days

2.2 Submission of Bids

- i. Bids must be received by the Contracting Authority by the date, time and place indicated on page 1 of the bid solicitation.
- ii. Bidders may submit bids for any or all of the streams.
- iii. Bidders must clearly indicate which stream(s) their bid(s) is/are being submitted for.
- iv. If your bid is transmitted by electronic mail, Canada will not be responsible for late bids received at destination after the closing date and time, even if it was submitted before.
- v. Due to the nature of the bid solicitation, bids transmitted by facsimile to SSC will not be accepted.

2.3 Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

Definitions

For the purposes of this clause, "former public servant" is any former member of a department as defined in the [Financial Administration Act](#), R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a. an individual;
- b. an individual who has incorporated;
- c. a partnership made of former public servants; or



- d. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means a pension or annual allowance paid under the [Public Service Superannuation Act](#) (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the [Supplementary Retirement Benefits Act](#), R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the [Canadian Forces Superannuation Act](#), R.S., 1985, c. C-17, the [Defence Services Pension Continuation Act](#), 1970, c. D-3, the [Royal Canadian Mounted Police Pension Continuation Act](#), 1970, c. R-10, and the [Royal Canadian Mounted Police Superannuation Act](#), R.S., 1985, c. R-11, the [Members of Parliament Retiring Allowances Act](#), R.S. 1985, c. M-5, and that portion of pension payable to the [Canada Pension Plan Act](#), R.S., 1985, c. C-8.

Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes** () **No** ()

If so, the Bidder must provide the following information, for all FPSs in receipt of a pension, as applicable:

- a. name of former public servant;
- b. date of termination of employment or retirement from the Public Service.

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2012-2](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? **Yes** () **No** ()

If so, the Bidder must provide the following information:

- a. name of former public servant;
- b. conditions of the lump sum payment incentive;
- c. date of termination of employment;
- d. amount of lump sum payment;
- e. rate of pay on which lump sum payment is based;
- f. period of lump sum payment including start date, end date and number of weeks;
- g. number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.

2.4 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than 5 calendar days before the bid closing date. Enquiries received after that time may not be answered.



Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated and the enquiry can be answered to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

2.5 Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidders.

2.6 Improvement of Requirement During Solicitation Period

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least 15 days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.



PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

Bidders must clearly indicate which stream(s) their bid(s) is/are being submitted for.

Canada requests that Bidders provide their bid in separately bound sections as follows:

Section I: Technical Bid

In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability in a thorough, concise and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

Section II: Financial Bid

- i. Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.
- ii. Bidders must submit their financial bid in accordance with the pricing table detailed in Annex "B" Basis of Payment. The total amount of Applicable Taxes must be shown separately.
- iii. Bidders must submit their rates FOB destination; Canadian customs duties and excise taxes included, as applicable; and Applicable Taxes excluded.
- iv. When preparing their financial bid, bidders should review the following:
 - Article 3, Financial Evaluation, of Part 4 of the bid solicitation;
 - Attachment 4 to Part 4, Example of Financial Evaluation; and
 - Article 7.7, Payment, of Part 7 of the bid solicitation.

Section III: Certifications

Bidders must submit the certifications and additional information required under Part 5.



PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical evaluation criteria;
- (b) An evaluation team composed of representatives of Canada will evaluate the bids;
- (c) A separate evaluation will be conducted for each stream;

4.2 Technical Evaluation

It is the responsibility of the Firm to ensure the completeness, clarity, and provision of sufficiently detailed evidence to enable the SSC Evaluation Committee to evaluate the Firm's Proposal on the basis of the criteria contained herein.

- Each technical criterion should be addressed separately;
- Any point-rated technical criteria not addressed will be given a score of zero.
- SSC reserves the right to contact any or all Clients to validate information;

4.2.1 Executive Stream

| Mandatory Technical Criteria – Executive Stream | Required Supporting information |
|---|--|
| <p>M1. Demonstrated experience in the provision of Executive Talent Searches.</p> | <p>High-level Corporate Resume demonstrating completion of a minimum of 20 executive talent searches in the past 10 years.</p> <p>Executive Talent Searches must include:</p> <ul style="list-style-type: none"> • Client name and contact information; • Year Talent Search conducted; • Position for which Talent Search was conducted; • Results of / Outcome from Talent Search. |
| <p>M2. Performed three (3) simultaneous* Executive Talents searches during a one month period within the last 5 years.</p> <p><i>*Simultaneous is defined as searches occurring during the same timeframe. Beginning and end of search is not required to be the same for each search.</i></p> | <p>The following must be provided for each Executive Talent Search to demonstrate capacity to conduct up to three Executive Talent search occurring at the same time:</p> <ul style="list-style-type: none"> • Client name and contact information; • Position for which Talent Search was being conducted; • Timeframe of Talent Search (start and end date). |

| Point Rated Technical Criteria – Executive Stream | |
|---|--|
| | Required Supporting Information |
| <p>R1. Demonstrated experience in</p> | <p>Three (3) successful* Executive Talent Searches conducted by experienced** recruiters during the past five (5) years.</p> |



| | |
|--|--|
| <p>conducting Executive Talent Search.</p> | <p><i>*Successful is defined as a short list consisting of at least 3 candidates with a candidate hired into position.</i></p> <p><i>**Experienced is defined as minimum of 5 years of experience during which they worked directly with clients to conduct complex*** searches.</i></p> <p><i>***Complex is defined as an IT Executive or Bilingual placement.</i></p> <p>Talent Searches must include:</p> <ul style="list-style-type: none"> • Client name and contact information; • The position for which Talent Search was conducted; • Reason for Talent Search; • Any issues faced during Talent Search; • Brief outline of methodology and approach used to conduct search; • Talent Search results and outcome. <p>Points awarded for each Talent Search:</p> <ol style="list-style-type: none"> 1. Long-listed at least 12 candidate – 2 POINTS 2. Short-listed at least 3 candidates – 2 POINTS 3. Candidate from short-list was hired into position - 2 POINTS 4. EX talent search was for the public sector client - 2 POINTS 5. EX talent search was for an IT position - 4 POINTS 6. EX talent search was for a bilingual position - 2 POINTS 7. Completed successful search in timeframe originally established by client – 2 POINTS 8. Candidate hired remained in position for 6 months - 2 POINTS 9. Recruiter conducted Talent Search outreach and interviews in French – 2 POINTS <p>Maximum of 20 points per talent search up to a maximum total of 60 points overall.</p> <p><i>Bidder must obtain a minimum of 30 points out of 60.</i></p> |
| <p>R2. Approach and Methodology.</p> | <p>Two (2) client references to demonstrate approach and methodology to conducting a successful Executive Talent Search must be provided.</p> <p>Each reference must include:</p> <ul style="list-style-type: none"> • Client name and contact information; • Position for which search was conducted. <p>SSC will contact one of the two references with the following questions.</p> <p>Up to a maximum of 15 points may be awarded for this criteria.</p> |
| <p>Question 1: Did the recruiter provide a plan for conducting a successful Talent Search? 0 points – bidder did NOT provide a plan; 3 point – bidder provided a high-level plan only with some clarifications required; 5 points – bidder provided a detailed plan with no clarifications required;</p> <p>Question 2: Did the recruiter provide services to your satisfaction? 0 points – bidder did not provide services adequately; questions were not answered; recruiter was difficult to reach; 2 point – bidder provided adequate service 3 points – bidder provided exceptional service</p> | |



5 points – bidder provided exceptional service in both official languages

Question 3: Was the recruiter able to provide a short list of qualified resources?

0 points – the recruiter was not able to provide any short lists;

3 point – the recruiter provided short list of resources as per minimum requirements;

5 points – the recruiter provided a short list of resources who surpassed minimum requirements;

Points will be awarded for each question based on the response received from the reference.

| | |
|---------------------------------------|---|
| <p>R3. Services nationwide</p> | <p>Bidder must provide street address for each office location.</p> <p>Points may be awarded as follows:</p> <p>2 offices* in Canada – 10 points with an additional 5 points if bilingual** services are offered (maximum of 15 points)</p> <p>OR</p> <p>1 office* in Quebec and 1 office*outside of Quebec – 20 points with an additional 5 points if bilingual services are offered) (maximum of 25 points)</p> <p>OR</p> <p>3 offices in Canada - 20 points with an additional 5 points if bilingual services are offered (maximum of 25 points)</p> <p><i>*Office is defined as recruiter(s) working on a full-time basis in the office location.</i></p> <p><i>**Bilingual is defined as at least 1 experienced*** recruiter being able to communicate effectively in French and English to conduct search, assessment and interviews.</i></p> <p><i>***Experienced is defined as minimum of 5 years of experience during which they worked directly with clients to conduct searches.</i></p> |
| <p>TOTAL Technical Points</p> | <p style="text-align: right;">/ 100</p> |

4.2.2 IT Specialist Stream

| <p>Mandatory Technical Criteria – IT Specialist Stream</p> | <p>Required Supporting information</p> |
|--|--|
| <p>M1. Demonstrated experience in the provision of IT Specialist Talent Searches.</p> | <p>High-level Corporate Resume demonstrating completion of a minimum of 20 IT Specialist talent searches in the past 10 years.</p> <p>IT Specialist Talent Searches must include:</p> <ul style="list-style-type: none"> • Client name and contact information; • Year Talent Search conducted; • Position for which Talent Search was conducted; • Results of / Outcome from Talent Search. |



| | |
|---|---|
| <p>M2. Performed three (3) simultaneous* IT Specialist Talents searches during a one month period within the last 5 years.</p> <p><i>*Simultaneous is defined as searches occurring during the same timeframe. Beginning and end of search is not required to be the same for each search.</i></p> | <p>The following must be provided for each IT Specialist Talent Search to demonstrate capacity to conduct up to three IT Specialist Talent search occurring at the same time:</p> <ul style="list-style-type: none"> • Client name and contact information; • Position for which Talent Search was being conducted; • Timeframe of Talent Search (start and end date). |
|---|---|

| Point Rated Technical Criteria – IT Specialist | |
|--|---|
| | Required Supporting Information |
| <p>R1. Demonstrated experience in conducting IT Specialist Talent Search.</p> | <p>Three (3) successful* IT Specialist Talent Searches conducted by experienced** recruiters during the past five (5) years.</p> <p><i>*Successful is defined as a short list consisting of at least 3 candidates with a candidate hired into position.</i></p> <p><i>**Experienced is defined as minimum of 5 years of experience during which they worked directly with clients to conduct complex*** searches and knowledgeable of the IT community across Canada including Quebec and minority language areas.</i></p> <p><i>***Complex is defined as a hard to find skill set or bilingual placement.</i></p> <p>Talent Searches must include:</p> <ul style="list-style-type: none"> • Client name and contact information; • The position for which Talent Search was conducted; • Reason for Talent Search; • Any issues faced during Talent Search; • Brief outline of methodology and approach used to conduct search; • Talent Search results and outcome. <p>Points awarded for each Talent Search:</p> <ol style="list-style-type: none"> 1. Long-listed at least 12 candidate – 2 POINTS 2. Short-listed at least 3 candidates – 2 POINTS 3. Candidate from short-list was hired into position - 2 POINTS 4. EX talent search was for the public sector client - 2 POINTS 5. EX talent search was for an IT position - 4 POINTS 6. EX talent search was for a bilingual position - 2 POINTS 7. Completed successful search in timeframe originally established by client – 2 POINTS 8. Candidate hired remained in position for 6 months - 2 POINTS 9. Recruiter conducted Talent Search outreach and interviews in French – 2 POINTS <p>Maximum of 20 points per talent search up to a maximum total of 60 points overall.</p> <p><i>Bidder must obtain a minimum of 30 points out of 60.</i></p> |



| | |
|--|---|
| <p>R2. Approach and Methodology.</p> | <p>Two (2) client references to demonstrate approach and methodology to conducting a successful IT Specialist Talent Search must be provided.</p> <p>Each reference must include:</p> <ul style="list-style-type: none"> • Client name and contact information; • Position for which search was conducted. <p>SSC will contact one of the two references with the following questions.</p> <p>Up to a maximum of 15 points may be awarded for this criteria.</p> |
| <p>Question 1: Did the recruiter provide a plan for conducting a successful Talent Search? 0 points – recruiter did NOT provide a plan; 3 point – recruiter provided a high-level plan only with some clarifications required; 5 points – recruiter provided a detailed plan with no clarifications required;</p> <p>Question 2: Did the recruiter provide services to your satisfaction? 0 points – recruiter did not provide services adequately; questions were not answered; recruiter was difficult to reach; 2 point – recruiter provided adequate service 3 points – recruiter provided exceptional service 5 points – recruiter provided exceptional service in both official languages</p> <p>Question 3: Was the recruiter able to provide a short list of qualified resources? 0 points – recruiter was not able to provide any short lists; 3 point – recruiter provided short list of resources as per minimum requirements; 5 points – recruiter provided a short list of resources who surpassed minimum requirements;</p> <p>Points will be awarded for each question based on the response received from the reference.</p> | |
| <p>R3. Services nationwide</p> | <p>Bidder must provide street address for each office location.</p> <p>Points may be awarded as follows:</p> <p>2 offices* in Canada – 10 points with an additional 5 points if bilingual** services are offered (maximum of 15 points)</p> <p>OR</p> <p>1 office* in Quebec and 1 office*outside of Quebec – 20 points with an additional 5 points if bilingual services are offered) (maximum of 25 points)</p> <p>OR</p> <p>3 offices in Canada - 20 points with an additional 5 points if bilingual services are offered (maximum of 25 points)</p> <p><i>*Office is defined as recruiter(s) working on a full-time basis in the office location.</i></p> <p><i>**Bilingual is defined as at least 1 experienced*** recruiter being able to communicate effectively in French and English to conduct search, assessment and interviews.</i></p> <p><i>***Experienced is defined as minimum of 5 years of experience during which they worked directly with clients to conduct searches.</i></p> |
| <p>TOTAL Technical Points</p> | <p style="text-align: right;">/ 100</p> |



4.2.3 Professional Specialist Stream

| Mandatory Technical Criteria – Professional Specialist Stream | Required Supporting information |
|---|--|
| <p>M1. Demonstrated experience in the provision of Professional Specialist Talent Searches.</p> | <p>High-level Corporate Resume demonstrating completion of a minimum of 20 Professional Specialist talent searches in the past 10 years.</p> <p>Professional Specialist Talent Searches must include:</p> <ul style="list-style-type: none"> • Client name and contact information; • Year Talent Search conducted; • Position for which Talent Search was conducted; • Results of / Outcome from Talent Search. |
| <p>M2. Performed three (3) simultaneous* Professional Specialist Talents searches during a one month period within the last 5 years.</p> <p><i>*Simultaneous is defined as searches occurring during the same timeframe. Beginning and end of search is not required to be the same for each search.</i></p> | <p>The following must be provided for each Professional Specialist Talent Search to demonstrate capacity to conduct up to three IT Specialist Talent search occurring at the same time:</p> <ul style="list-style-type: none"> • Client name and contact information; • Position for which Talent Search was being conducted; • Timeframe of Talent Search (start and end date). |

| Point Rated Technical Criteria – Professional Specialist | |
|--|---|
| | Required Supporting Information |
| <p>R1. Demonstrated experience in conducting Professional Specialist Talent Searches.</p> | <p>Three (3) successful* Professional Specialist Talent Searches conducted by experienced** recruiters during the past five (5) years.</p> <p><i>*Successful is defined as a short list consisting of at least 3 candidates with a candidate hired into position.</i></p> <p><i>**Experienced is defined as minimum of 5 years of experience during which they worked directly with clients to conduct complex*** searches.</i></p> <p><i>***Complex is defined as a hard to find skill set or bilingual placement.</i></p> <p>Talent Searches must include:</p> <ul style="list-style-type: none"> • Client name and contact information; • The position for which Talent Search was conducted; • Reason for Talent Search; • Any issues faced during Talent Search; • Brief outline of methodology and approach used to conduct search; • Talent Search results and outcome. <p>Points awarded for each Talent Search:</p> <ol style="list-style-type: none"> 1. Long-listed at least 12 candidate – 2 POINTS 2. Short-listed at least 3 candidates – 2 POINTS 3. Candidate from short-list was hired into position - 2 POINTS |



| | |
|--|--|
| | <p>4. EX talent search was for the public sector client - 2 POINTS 5. EX talent search was for an IT position - 4 POINTS 6. EX talent search was for a bilingual position - 2 POINTS 7. Completed successful search in timeframe originally established by client – 2 POINTS 8. Candidate hired remained in position for 6 months - 2 POINTS 9. Recruiter conducted Talent Search outreach and interviews in French – 2 POINTS</p> <p>Maximum of 20 points per talent search up to a maximum total of 60 points overall.</p> <p><i>Bidder must obtain a minimum of 30 points out of 60.</i></p> |
| <p>R2. Approach and Methodology.</p> | <p>Two (2) client references to demonstrate approach and methodology to conducting a successful Professional Specialist Talent Search must be provided.</p> <p>Each reference must include:</p> <ul style="list-style-type: none"> • Client name and contact information; • Position for which search was conducted. <p>SSC will contact one of the two references with the following questions.</p> <p>Up to a maximum of 15 points may be awarded for this criteria.</p> |
| <p>Question 1: Did the recruiter provide a plan for conducting a successful Talent Search? 0 points – recruiter did NOT provide a plan; 3 point – recruiter provided a high-level plan only with some clarifications required; 5 points – recruiter provided a detailed plan with no clarifications required;</p> <p>Question 2: Did the recruiter provide services to your satisfaction? 0 points – recruiter did not provide services adequately; questions were not answered; recruiter was difficult to reach; 2 point – recruiter provided adequate service 3 points – recruiter provided exceptional service 5 points – recruiter provided exceptional service in both official languages</p> <p>Question 3: Was the recruiter able to provide a short list of qualified resources? 0 points – recruiter was not able to provide any short lists; 3 point – recruiter provided short list of resources as per minimum requirements; 5 points – recruiter provided a short list of resources who surpassed minimum requirements;</p> <p>Points will be awarded for each question based on the response received from the reference.</p> | |
| <p>R3. Services nationwide</p> | <p>Bidder must provide street address for each office location.</p> <p>Points may be awarded as follows:</p> <p>2 offices* in Canada – 10 points with an additional 5 points if bilingual** services are offered (maximum of 15 points)</p> <p>OR</p> <p>1 office* in Quebec and 1 office*outside of Quebec – 20 points with an additional 5 points if bilingual services are offered) (maximum of 25 points)</p> |



| | |
|--------------------------------------|---|
| | <p>OR</p> <p>3 offices in Canada - 20 points with an additional 5 points if bilingual services are offered (maximum of 25 points)</p> <p><i>*Office is defined as recruiter(s) working on a full-time basis in the office location.</i></p> <p><i>**Bilingual is defined as at least 1 experienced*** recruiter being able to communicate effectively in French and English to conduct search, assessment and interviews.</i></p> <p><i>***Experienced is defined as minimum of 5 years of experience during which they worked directly with clients to conduct searches.</i></p> |
| <p>TOTAL Technical Points</p> | <p style="text-align: right;">/ 100</p> |

4.3 Financial Evaluation

The price of the bid will be evaluated in Canadian dollars, Applicable Taxes excluded, FOB destination, Canadian customs duties and excise taxes included.

For each stream the financial evaluation will be conducted using the firm rate (per talent search) provided by the technically responsive bid(s), in Annex B Basis of Payment, to calculate the Total Financial Score. There are two financial evaluation methods possible for this requirement. Method 1 will be used if 3 or more bids are determined to be technically responsive (see Method 1 (b) below), and Method 2 will be used if fewer than 3 bids are determined to be technically responsive (see Method 2 (c) below).

Method 1: The following financial evaluation method will be used if 3 or more bids are determined to be technically responsive:

Step 1 – Establishing the lower and upper median bands for each period: The Contracting Authority will establish, for each period, the median band limits based on the firm rates proposed by the technically responsive bids. For each period, the median will be calculated using the median function in Microsoft Excel and will represent a range that encompasses the lower median rate to a value of minus (-) 20% of the median, and an upper median rate to a value of plus (+) 30% of the median.

Step 2 – Point allocation: Points will be allocated for each period as follows:

- (A) If a firm rate for any given period is either lower than the established lower median band limit or higher than the established upper median band limit for that period, the Bidder who proposed such rate will be allocated 0 points for that period.
- (B) If a firm rate for any given period is within the established upper and lower median band limits for that period, the Bidder who proposed such rate will obtain points for that period based on the following calculation, which will be rounded to two decimal places:

$$\left(\frac{\text{Lowest proposed firm rate within the median band limits}}{\text{Bidder's proposed rate}} \right) \times \text{Points Assigned (see Table 1)}$$

- (C) If a firm rate for any given period is within the established median band limits for that period and is the lowest proposed firm rate, the Bidder who proposed such rate will be allocated the maximum points for that period and stream in accordance with the Points Assignment, Table 1, below.

Table 1 – Points Assignment



| | Initial Period (3 years) | Option Period 1 | Option Period 2 |
|---|-------------------------------------|------------------------|------------------------|
| Maximum Points available – Executive Stream | 10 | 5 | 5 |
| Maximum Points available – IT Specialist Stream | 10 | 5 | 5 |
| Maximum Points available – Professional Specialist Stream | 10 | 5 | 5 |

Step 3 - Financial Score: Points allocated under STEP 2 for each period will be added together and rounded to two decimal places to produce the Total Financial Score.

Example: An example of a financial evaluation involving 4 bidders has been included for reference in Attachment 4 to Part 4.

Method 2: The following financial evaluation method will be used if fewer than 3 bids are determined to be technically responsive:

Step 1 - Point allocation: Points will be allocated to the Bidder, for each period, using the following calculation which will be rounded to two decimal places:

$$\left(\frac{\text{Lowest proposed firm rate}}{\text{Bidder's proposed firm rate}} \right) \times \text{Points Assigned (see Table 1)}$$

The Bidder with the lowest proposed rate for any given period will be allocated the maximum points for that period and stream.

Step 2 - Financial Score: Points allocated under Step 1, for each period will be added together and rounded to two decimal places, to produce the Total Financial Score for each Bidder.

4.4 Basis of Selection

To be declared responsive, a bid must:

- a. comply with all the requirements of the bid solicitation; and
- b. meet all mandatory criteria; and
- c. obtain the required minimum of 30 points for the technical evaluation criteria R1 which is subject to point rating.

Bids not meeting (choose "(a) or (b) or (c)") will be declared non-responsive.

The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70% for the technical merit and 30% for the price.

To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of technical points obtained / maximum number of technical points available multiplied by the ratio of 70%.

To establish the pricing score, each responsive bid will be prorated against the lowest financial score and the ratio of 30%.

For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.



Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 60/40 ratio of technical merit and price, respectively. The total available points equals 135 and the lowest evaluated price is \$45,000 (45).

| Basis of Selection - Highest Combined Rating Technical Merit (70%) and Price (30%) | | | | |
|---|------------------------------|-----------------------------|----------------------------|----------------------------|
| | | Bidder 1 | Bidder 2 | Bidder 3 |
| Overall Technical Score | | 115/135 | 89/135 | 92/135 |
| Bid Evaluated Price | | \$55,000.00 | \$50,000.00 | \$45,000.00 |
| Calculations | Technical Merit Score | $115/135 \times 70 = 59.63$ | $89/135 \times 70 = 46.15$ | $92/135 \times 70 = 47.70$ |
| | Pricing Score | $45/55 \times 30 = 24.55$ | $45/50 \times 30 = 27.00$ | $45/45 \times 30 = 30.00$ |
| Combined Rating | | 84.18 | 73.15 | 77.70 |
| Overall Rating | | 1st | 3rd | 2nd |



ATTACHMENT 4 TO PART 4, Example of Financial Evaluation

The following example illustrates a financial evaluation using method 1 where four bidder were found to be technically compliant within the same stream.

| Points Assignment | Contract Period | | |
|--|--------------------------------|--------------------------------|--------------------------------|
| | Initial 3 years | Option Year 1 | Option Year 2 |
| | 10 | 5 | 5 |
| Bidder's proposed firm rates for each period: | | | |
| Bidder 1 | 650 | 800 | 1000 |
| Bidder 2 | 1200 | 1500 | 1500 |
| Bidder 3 | 950 | 950 | 950 |
| Bidder 4 | 900 | 1000 | 1000 |
| Step 1 – Determining the Lowest (-20%) and highest (+30%) median band limits for each period: | | | |
| | Initial 3 years | Option Year 1 | Option Year 2 |
| Median | 925 | 975 | 1000 |
| -20% limit | 740 | 780 | 800 |
| +30% limit | 1202.50 | 1267.50 | 1300 |
| STEP 2 – Allocating points: | | | |
| | Initial 3 years | Option Year 1 | Option Year 2 |
| Bidder 1 | 0 | 10 | $(950 / 1000) \times 5 = 4.75$ |
| Bidder 2 | $(900 / 1200) \times 10 = 7.5$ | 0 | 0 |
| Bidder 3 | $(900 / 950) \times 10 = 9.47$ | $(800 / 950) \times 5 = 4.21$ | 10 |
| Bidder 4 | 10 | $(800 / 1000) \times 5 = 4.00$ | $(950 / 1000) \times 5 = 4.75$ |
| Step 3 – Financial Score: | | | |
| Bidder 1 | $0 + 10 + 4.75 = 14.75$ | | |
| Bidder 2 | $7.5 + 0 + 0 = 7.50$ | | |
| Bidder 3 | $9.47 + 4.21 + 10 = 23.68$ | | |
| Bidder 4 | $10 + 4 + 4.75 = 18.75$ | | |



PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

5.1 Certifications Precedent to Contract Award and Additional Information

The certifications and additional information listed below should be submitted with the bid but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame specified will render the bid non-responsive.

5.1.1 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#) website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>).

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](#)" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed annex titled Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

5.1.2 Former Public Servant Certification

(a) Contracts with former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny and reflect fairness in spending public funds. In order to comply with Treasury Board policies and directives on contracts with FPS, bidders must provide the information required below.

(b) For the purposes of this clause,

- (i) "**former public servant**" means a former member of a department as defined in the *Financial Administration Act*, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police and includes:



- (A) an individual;
 - (B) an individual who has incorporated;
 - (C) a partnership made of former public servants; or
 - (D) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.
- (i) **"lump sum payment period"** means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the Public Service. The lump sum payment does not include the period of severance pay, which is measured in a like manner.
 - (ii) **"pension"** means, in the context of the fee abatement formula, a pension or annual allowance paid under the *Public Service Superannuation Act* (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the *Supplementary Retirement Benefits Act*, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the *Canadian Forces Superannuation Act*, R.S., 1985, c. C-17, the *Defence Services Pension Continuation Act*, 1970, c. D-3, the *Royal Canadian Mounted Police Pension Continuation Act*, 1970, c. R-10, and the *Royal Canadian Mounted Police Superannuation Act*, R.S., 1985, c. R-11, the *Members of Parliament Retiring Allowances Act*, R.S., 1985, c. M-5, and that portion of pension payable to the *Canadian Pension Plan Act*, R.S., 1985, c. C-8.
- (c) If the Bidder is an FPS in receipt of a pension as defined above, the Bidder must provide the following information:
 - (i) name of former public servant;
 - (ii) date of termination of employment or retirement from the Public Service.
 - (d) If the Bidder is an FPS who received a lump sum payment pursuant to the terms of a work force reduction program, the Bidder must provide the following information:
 - (i) name of former public servant;
 - (ii) conditions of the lump sum payment incentive;
 - (iii) date of termination of employment;
 - (iv) amount of lump sum payment;
 - (v) rate of pay on which lump sum payment is based;
 - (vi) period of lump sum payment including start date, end date and number of weeks; and
 - (vii) number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction program.
 - (e) For all contracts awarded during the lump sum payment period, the total amount of fee that may be paid to a FPS who received a lump sum payment is \$5,000, including the Goods and Services Tax or Harmonized Sales Tax.
 - (f) By submitting a bid, the Bidder certifies that the information submitted by the Bidder in response to the above requirements is accurate and complete.

5.1.3 Code of Conduct and Certification

By submitting a bid, the Bidder certifies, for himself and his affiliates, to be in compliance with the Code of Conduct and Certifications clause of the Standard instructions. The related documentation hereinafter mentioned will help Canada in confirming that the certifications are true.

By submitting a bid, the Bidder certifies that it is aware, and that its affiliates are aware, that Canada may



request additional information, certifications, consent forms and other evidentiary elements proving identity or eligibility. Canada may also verify the information provided by the Bidder, including the information relating to the acts or convictions specified herein, through independent research, use of any government resources or by contacting third parties. Canada will declare non-responsive any bid in respect of which the information requested is missing or inaccurate, or in respect of which the information contained in the certifications is found to be untrue, in any respect, by Canada. The Bidder and any of the Bidder's affiliates, will also be required to remain free and clear of any acts or convictions specified herein during the period of any contract arising from this bid solicitation.

Bidders who are incorporated, including those bidding as a joint venture, must provide with their bid a complete list of names of all individuals who are currently directors of the Bidder (See Attachment 2 to Part 4 of the Bid Solicitation). Bidders bidding as sole proprietorship, including those bidding as a joint venture, must provide the name of the owner with their bid. Bidders bidding as societies, firms, partnerships or associations of persons do not need to provide lists of names. If the required names have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply will render the bid non-responsive. Providing the required names is a mandatory requirement for contract award.

Canada may, at any time, request that a Bidder provide properly completed and Signed Consent Forms (Consent to a Criminal Record Verification Form - PWGSC -TPSGC 229) (<http://www.tpsgc-pwgsc.gc.ca/app-acq/forms/229-eng.html>) for any or all individuals aforementioned within the time specified. Failure to provide such Consent Forms within the time period provided will result in the bid being declared non-responsive.



Attachment 1 to PART 5, FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY – CERTIFICATION

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\) – Labour's](#) website.

Date: _____ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- A1. The Bidder certifies having no work force in Canada.
- A2. The Bidder certifies being a public sector employer.
- A3. The Bidder certifies being a [federally regulated employer](#) being subject to the [Employment Equity Act](#).
- A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.

A5. The Bidder has a combined workforce in Canada of 100 or more employees; and

- A5.1. The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour.

OR

- A5.2. The Bidder certifies having submitted the [Agreement to Implement Employment Equity \(LAB1168\)](#) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

- B1. The Bidder is not a Joint Venture.

OR

- B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions)



Attachment 2 to Part 5, Code of Conduct and Certification

| Code of Conduct and Certification |
|---|
| Adresse de courriel /E-mail Address: |
| |
| Ministère/Department: |
| |
| Dénomination sociale complète du fournisseur / Complete Legal Name of Supplier |
| |
| Adresse du fournisseur / Supplier Address |
| |
| NEA du fournisseur / Supplier PBN |
| |
| Numéro de la demande de soumissions (ou numéro du contrat proposé) Solicitation Number (or proposed Contract Number) |
| |
| Membres du conseil d'administration (Utilisez le format - Prénom Nom) Board of Directors (Use format - first name last name) |
| 1. Membre / Director |
| 2. Membre / Director |
| 3. Membre / Director |
| 4. Membre / Director |
| 5. Membre / Director |
| 6. Membre / Director |
| 7. Membre / Director |
| 8. Membre / Director |
| 9. Membre / Director |
| 10. Membre / Director |
| |
| Autres Membres/ Additional Directors: |
| |



PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirements

1. Before award of a contract, the following conditions must be met:
 - (a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
 - (b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
 - (c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
2. Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful Bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.
3. For additional information on security requirements, Bidders should refer to the [Contract Security Program](http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.



PART 7 - RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A".

7.1.2 Task Authorization

The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract.

7.1.2.1 Task Authorization Process

As more than one contract has been awarded for this requirement, a request to perform a task will be sent to the first ranked contractor. If that contractor confirms in writing that it is unable to perform the task as a result of previous commitments under a TA, the request to perform a task will then be forwarded to the contractor ranked second. This process will continue until the task can be performed by another contractor. If no contractor can perform the task, Canada reserves the right to acquire the required Work by other means. A contractor may advise the Technical Authority and the Contracting Authority in writing that it is unable to carry out additional tasks as a result of previous commitments under a TA and no request to perform a task will be sent to that contractor until that contractor has given notice in writing to the Technical Authority and the Contracting Authority that it is available to perform additional tasks.

1. The Technical Authority will provide the Contractor with a description of the task using the "Task Authorization" form specified in Annex D.
2. The Task Authorization (TA) will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for the deliverables. The TA will also include the applicable basis (bases) and methods of payment as specified in the Contract.
3. The Contractor must provide the Technical Authority, within 5 calendar days of its receipt, the proposed total estimated cost for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract.
4. The Contractor must not commence work until a TA authorized by the Contracting Authority has been received by the Contractor. The Contractor acknowledges that any work performed before a TA has been received will be done at the Contractor's own risk.

7.1.2.4 Minimum Work Guarantee - All the Work - Task Authorizations

1. In this clause,
"Maximum Contract Value" means the amount specified in the "Limitation of Expenditure" clause set out in the Contract; and
"Minimum Contract Value" means 2.5% of the Maximum Contract Value.
2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph 3. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.



3. In the event that Canada does not request work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

7.1.2.5 Periodic Usage Reports - Contracts with Task Authorizations

The Contractor must compile and maintain records on its provision of services to the federal government under authorized Task Authorizations issued under the Contract.

The Contractor must provide this data in accordance with the reporting requirements detailed below or in Annex "____". If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "nil" report.

The data must be submitted on a quarterly basis to the Contracting Authority.

The quarterly periods are defined as follows:

- 1st quarter: _____;
- 2nd quarter: _____;
- 3rd quarter: _____;
- 4th quarter: _____;

The data must be submitted to the Contracting Authority no later than 7 calendar days after the end of the reporting period.

Reporting Requirement- Details

A detailed and current record of all authorized tasks must be kept for each contract with a task authorization process. This record must contain:

For each authorized task:

- i. the authorized task number or task revision number(s);
- ii. a title or a brief description of each authorized task;
- iii. the total estimated cost specified in the authorized Task Authorization (TA) of each task, exclusive of Applicable Taxes;
- iv. the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
- v. the start and completion date for each authorized task; and
- vi. the active status of each authorized task, as applicable.

For all authorized tasks:

- i. the amount (exclusive of Applicable Taxes) specified in the contract (as last amended, as applicable) as Canada's total liability to the contractor for all authorized TAs; and
- ii. the total amount, exclusive of Applicable Taxes, expended to date against all authorized TAs.



7.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

7.2.1 General Conditions

2035 (2016-04-04), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

7.2.2 Supplemental General Conditions

4008 (2008-12-12), Personal Information apply to and form part of the Contract.

7.3 Security Requirements

The following security requirements (SRCL and related clauses provided by the Contract Security Program) apply and form part of the Contract.

- a. The contractor and/or its employees must EACH maintain a valid RELIABILITY STATUS, granted by Canada and approved by Shared Services Canada.
- b. The contractor and/or its employees MUST NOT remove any PROTECTED and/or CLASSIFIED information or assets from the identified work site(s).
- c. The contractor and/or its employees MUST NOT use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data.
- d. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of Shared Services Canada.
- e. The contractor and its employees must comply with the provisions of the:
 - i) Justice Canada – Security of Information Act (Latest Edition);
 - ii) Industrial Security Manual (Latest Edition).

7.4 Term of Contract

7.4.1 Period of the Contract

The period of the Contract is from _____ to _____ inclusive.

7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to _____ additional _____ year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least _____ calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.



7.5 Authorities

7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Krys Pikula
Title: Supply Specialist
Organization: Procurement and Vendor Relationships,
Corporate Services
Shared Services Canada
Address: 180 Kent Street, 13th Floor, Ottawa, Ontario, K1G 4A8
Telephone: 613-668-2207
E-mail address: krys.pikula@canada.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

7.5.2 Technical Authority

The Technical Authority for the Contract is:

Name: _____
Title: _____
Organization: _____
Address: _____
Telephone: ____-____-____
Facsimile: ____-____-____
E-mail: _____.

The Technical Authority named above is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority, however the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

7.5.3 Contractor's Representative

Name: _____
Title: _____
Organization: _____
Address: _____
Telephone: ____-____-____
Facsimile: ____-____-____
E-mail: _____.

7.6 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a *Public Service Superannuation Act* (PSSA) pension, the Contractor has agreed that this information will be



reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.7.7

7.7 Payment

7.7.1 Basis of Payment

The Contractor will be paid for the Work specified in the authorized task authorization, in accordance with the Basis of payment at Annex B.

Canada's liability to the Contractor under the authorized task authorization must not exceed the limitation of expenditure specified in the authorized task authorization. Custom duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized task authorization resulting from any design changes, modifications or interpretations of the Work will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

7.7.2 Limitation of Expenditure - Cumulative Total of all Task Authorizations

Canada's total liability to the Contractor under the Contract for all authorized Task Authorizations (TAs), inclusive of any revisions, must not exceed the sum of \$ _____. Customs duties are included, and Applicable Taxes are extra.

No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.

The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:

- a. when it is 75 percent committed, or
- b. four (4) months before the contract expiry date, or
- c. as soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.

If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

7.7.3 Milestone Payments - Not subject to holdback

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract if:

- a. all work associated with the milestone and, as applicable, any deliverable required has been completed and accepted by Canada.
- b. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- c. all such documents have been verified by Canada;



7.8 Invoicing Instructions

The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. a copy of the release document and any other documents as specified in the Contract;
- b. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- c. a copy of the monthly progress report.

Invoices must be distributed as follows:

- a. The original and one (1) copy must be forwarded to the following address for certification and payment.

- b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

7.9 Certifications and Additional Information

7.9.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

7.9.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.10 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

7.11 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the supplemental general conditions 4008 (2008-12-12), Personal Information;
- (c) the general conditions 2035 (2016-04-04), General Conditions - Higher Complexity – Services;
- (d) Annex A, Statement of Work;



- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) the signed Task Authorizations (including all of its annexes, if any);
- (h) the Contractor's bid dated _____.

7.13 Foreign Nationals (Canadian Contractor *OR* Foreign Contractor)

The Contractor must comply with Canadian immigration requirements applicable to foreign nationals entering Canada to work temporarily in fulfillment of the Contract. If the Contractor wishes to hire a foreign national to work in Canada to fulfill the Contract, the Contractor should immediately contact the nearest Service Canada regional office to enquire about Citizenship and Immigration Canada's requirements to issue a temporary work permit to a foreign national. The Contractor is responsible for all costs incurred as a result of non-compliance with immigration requirements.

7.14 Errors and Omissions Liability Insurance

The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.

If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.

The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.



ANNEX "A"

STATEMENT OF WORK

1.0 TITLE

Talent Search Services for Highly Specialized Executives, IT Specialists, and Professional Specialists.

2.0 BACKGROUND

SSC was created in 2011 to function as the central service provider for the delivery of information technology infrastructure services to 43 of the largest government of Canada departments and agencies. It is mandated to ensure technical services for email, data centres, and telecommunications networks to these departments as well as provide Workplace technology device hardware and software for the Government of Canada. In addition, SSC's role is to transform the delivery of these services through consolidating and modernizing them.

Given the enormity of this mandate and the expectations of both senior leaders in SSC and its partner departments that it will have the person-power and the expertise to deliver its mandate, SSC anticipates that it will need a major infusion of new talent both to manage normal turnover and to fill existing and emerging gaps in expertise and thus broaden the capacity of the department. It needs a workforce that is nimble, adaptable, creative and action-oriented. It is anticipated that additional outreach and head-hunting services will be needed to draw specialized talent, particularly in the field of IT, from outside government to meet SSC needs.

3.0 OBJECTIVE

To engage and secure access to firm(s), or consortium(s), who are experienced and capable of providing SSC with Talent Recruitment services on a national and potentially international basis.

Each talent search should produce a number of short-listed candidates for consideration by SSC to fill positions across Canada in any or all of the following streams*:

- Stream 1 – Executive
- Stream 2 – IT Specialist
- Stream 3 – Professional Specialist**

*Refer to Appendix A for a sample of a position description and Statement of Merit Criteria (SoMC).

** Professional Specialist refers to, but is not limited to, individuals with expertise in procurement, human resources, finance, and security.

*** Positions to be filled include various language profiles (French, English and bilingual).



4.0 ROLES

Technical Authority - is the representative(s) of the department that is responsible for the management of the contract. Human Resources Workplace will be responsible for managing the contract.

Project authority - is the representative(s) of the department responsible for matters concerning the technical content of the work under the Task Authorization.

Contracting Authority - is the representative(s) of the department responsible for the management of the Contract, and any changes to the Contract must be authorized in writing by the Contracting Authority.

5.0 SCOPE OF WORK (stream 1, 2, and 3)

For each stream the contractor will, through Task Authorizations, perform specific talent searches to fill position(s) nationally and/or regionally. Specifics of the actual work to be performed are to be defined in each Task Authorization Form, and are expected to include, but are not limited to:

- Use firm tools and networks to conduct regional and national searches throughout Canada, including minority language regions;
- Advertise/ conduct marketing* for the specific talent sought;
- Outreach to encourage interest in the SSC positions;
- Conduct candidate screening including advice to SSC on appropriate screening tools;
- Conduct candidate assessment including advice to SSC on appropriate assessment tools;
- Conduct candidate interviews with and without SSC participation;
- Conduct reference checks;
- Compile candidate short-list;
- Prepare Talent Search Report;
- Collect data on industry (i.e. demand, salary etc.);
- Prepare status reports on activities undertaken and discuss with the Project Authority;
- Compile talent search documentation file.

*All Advertising/marketing needs/materials to be approved by SSC.

For each Talent Search SSC will provide the following to the Contractor(s):

- the Statement of Merit Criteria (SOMC)
- all the information on the desired position (i.e. salary, language requirement, location etc.).

6.0 DELIVERABLES (Schedule of Milestones)

For each Talent Search there will be four (4) deliverables (milestones). Upon completion of each deliverable, the Contractor may submit an invoice against the total value of the Task Authorization in order to receive a milestone payment in accordance with the following:

1. Provision of Talent Search Plan (20 % of total value of Task Authorization)
2. Provision of Talent Search and Long-list (20 % of total value of Task Authorization)
3. Provision of Talent Search Binder (50 % of total value of Task Authorization)
4. Successful hire and 6 month retention* period (10% of total value of total value of Task Authorization)

For each Task Authorization the Contractor will send an invoice upon completion and approval of a deliverable for the % identified above. Deliverables will be deemed acceptable when the Project authority, has reviewed the work and given acceptance in writing.



*Retention is defined as either hired individual remaining with SSC or SSC maintaining employment of individual.

1. Talent Search Plan (20 % of total value of Task Authorization)

To submit an invoice of 20% of the total value of the Task Authorization the Contractor must provide a completed Talent Search Plan to the Project Authority for Approval.

The Talent Search Plan must include a detailed methodology and approach for conducting the talent search including, but not limited to, the methodology for sourcing candidates and tools for screening, assessing and interviewing candidates.

2. Talent Search and Long-list (20% of total value of Task Authorization)

To submit an invoice of 20% of the total value of the Task Authorization the Contractor must have completed the initial talent search and generated a long-list of viable candidates*. The long-list must include a list of the viable candidates along with their curriculum vitae (CV).

*viable candidates is defined as candidates who appear to meet the qualifications outlined in the SoMC subject to further assessment.

3. Talent-Search Binder (50% of total value of Task Authorization)

To submit an invoice of 50% of the total value of the Task Authorization the Contractor must provide to the Project Authority a Talent-Search Binder.

The Talent Search Binder should include, but not limited to the following:

- Short-list* candidate applications;
- Short-list candidate CVs;
- All screening tools and testing materials used to assess candidates;
- A copy of each candidates completed assessment(s);
- A copy of each candidate's completed interview notes;
- A copy of each candidate's completed reference checks notes;
- Recommendation(s) and explanation as to how they meet the SoMC criteria;
- Lessons learned on the processes held and suggestions for future talent search processes.

*Normally a short-list should include 5 candidates.

4. Successful hire and 6 month retention* period (10% of total value of total value of Task Authorization)

To submit an invoice of 10% of the total value of the Task Authorization for the final deliverable a short-listed individual must be hired by SSC and must either remain at SSC for a minimum of 6 months or, SSC must be satisfied with the individual and maintain employment for a minimum of 6 months.

In a case where a Talent Search process has either been unable to produce a short-list of qualified candidates or there has not been a successful hire with a 6 month retention period the firm will NOT have met the final deliverable *Successful hire and 6 month retention period* - and as such must forgo submitting an invoice for the final 10% of the total value of the Task Authorization.

All individuals identified in either the long or short list are considered as a deliverable in the Talent Search Task Authorization and as such SSC has the right to hire at any time any individual identified in either the long or short list at no additional cost.



7.0 OFFICIAL LANGUAGES

The Contractor must be able to provide services in both Official Languages and will be requested to provide services in either the English or French language, or both, in accordance with each individual requirement.

If a Task Authorization is for recruitment of a position in Quebec or a language minority region recruiters must be fluently bilingual and capable of conducting outreach and assessment in both Official Languages.

Candidates can ask, and the Firm must have the capacity, to have all interactions and assessments in the staffing processes in the language of their choice.

All of the recruitment materials (CVs, assessment tools etc.) may be submitted to SSC in the official language, in which the candidate was assessed. Unless otherwise directed, the roll-up summaries of the candidate suitability in the short lists will be submitted in English.

8.0 WORK LOCATION

Work will be performed at the offices of the Contractor.

9.0 REPORTING REQUIREMENTS

The Contractor will be expected to provide updates on ongoing searches and to communicate/meet with the project authority as outlined in each Task Authorization.

10.0 CHANGE MANAGEMENT PROCEDURES

Any changes to the work will be dealt with on a case-by-case basis. The Project Authority will inform SSC Procurement of any change requirements, SSC Procurement will notify the contractor, and the Task Authorization will be amended accordingly by a formal amendment issued by the Contracting Authority.

11.0 RESOURCES

SSC will provide the Contractor with the following resources:

1. Access to the Project Authority;
2. Access to support including liaison with HR advisors and hiring managers, as and when required.



Attachment 1 to Annex A: Sample Position Description and Statement of Merit Criteria (SoMC)

EXECUTIVE GROUP POSITION DESCRIPTION

POSITION TITLE: Director General, Service Management Operations
DEPARTMENT: Shared Services Canada
CLASSIFICATION: EX-03

GENERAL ACCOUNTABILITY

The Director General, Service Management Operations is accountable for: providing corporate leadership and management of Information Technology Service Management (ITSM) for Shared Services Canada (SSC) and the enterprise (Government of Canada (GoC)); providing executive leadership in advancing the GoC agenda on integration and the delivery of new/common shared opportunities for Service Management through the direction and development of long term strategies and business cases; providing professional and managerial leadership for the conceptualization, development and direction of an integrated and cohesive management infrastructure to articulate a shared vision, integrating strategic planning and management frameworks, performance measures and indicators; applying risk assessment within integrated planning and reporting processes throughout the Directorate/Branch to increase the branch and SSC's capacity for developing quality plans and reports and ensuring that appropriate information is available for decision making. The Director General, Service Management Operations is also accountable for implementing a governance structure and priority setting to foster and advance the development and direction of integrated Service Management functions to ensure the effective and efficient delivery of SSC's services to the partnered departments, agencies and clients in the GoC Enterprise. The DG provides advice, recommendations and briefings to the Senior ADM, President/COO; represents SSC at a number of national and private sector fora; and manages significant human and financial resources.

ORGANIZATIONAL STRUCTURE

The Director-General, Service Management Operations is one of five (5) positions that report to the ADM, Service Delivery and Management. The other four positions are: the Dir-Gen Service Delivery Management 1, the Dir-Gen Service Delivery Management 2, the Dir-Gen Service Delivery Management 3 and the Dir-Gen Service Management Transformation. Also, the Director Branch Business Planning reports directly to the Senior ADM, Service Delivery Management.

Reporting directly to the DG, Service Management Operations are the following seven (7) positions:

1. EX-02 Senior Director, Monitoring Incident Management is responsible for 24x7 operational service deliveries for Incident Management and Enterprise Service Desk. This includes the coordination of all incidents and the Major Incident Coordination of critical, complex and sensitive incidents. Accountable for all aspects of the process development for Incident Management, Problem Management and Request Fulfillment, which includes development, communications, training and implementation. Following three direct reports:
 - a. CS-05 Director, Service Operations is responsible for Enterprise Service Desk and Request Fulfillment.
 - b. CS-05 Director, Incident Management is responsible for incident and problem management of day to day operations.



-
- c. CS-05 Enterprise Command Centre is responsible for ensuring all legacy and SSC end state infrastructures and critical systems are monitored and responded 7/24.
 2. CS-05 Director, Tools is responsible for providing Service Management tools expertise and support to all process owners in the End State data centres as well as the Legacy environment by providing:
 - The expertise for Service Management Solutions, which consists of the grouping of technology tools and architecture that enable Service Management capabilities for SSC
 - Develop Reference and Technical Architectures for Service Management Functions.
 - Liaise with Enterprise Architecture to ensure that Service Management solutions aligns with the proposed SSC Architectures
 - Gather Service Management Functional Requirements from Service Management Functions and translate into technical requirements
 - Service Management Tool Configuration
 - Design, implement and maintain Service Management Solutions to support new Capabilities required to meet SSC Business Objectives
 - Negotiate/Coordinate/Liaise with the System Integrator(s) that Service Management systems meet their agreed service levels
 - Align Projects and Initiative to our Solution Designs
 - Manage contracts / SW licenses and track costs associated for all Service Management Systems
 3. CS-05 Director, Service Integration serves as the Departmental focal point for a number of priority issues that impact the efficient delivery of all the SSC's service integration issues. The Director provides a pivotal role in designing a project management framework and service delivery in order to provide a means of ensuring integrated services in relation to the Branch mandate and strategic objectives including the articulation of clearly defined objectives; a capacity to integrate policy and analysis, with a project delivery process using the appropriate methodologies; a strategy to identify, manage and mitigate risk; a strategy to collect and apply performance information to sound project management practices; with coherent and consistent business processes and appropriate oversight mechanisms.
 4. EX-01 Director, Operational Performance Reporting serves as the Departmental focal point for a number of priority issues that impact the efficient delivery of all of the SSC's service performance reporting issues. Among the many challenges for this senior leader is the development of the Department's strategic approaches and initiatives for identifying and articulating opportunities for improving the provision of a seamless service with Partners and SSC Managers at all levels as well as identifying and recommending training and developmental opportunities with the objective to increase staff business and management acumen, in order to improve the quality of performance statistical analysis within Departmental operations.
 5. CS-05 Director, Service Asset & Configuration Management is responsible for the management of all activities related to the ITIL definition of "Service Asset and Configuration Management", which includes the cradle-to-grave control of IT Hardware Assets, Software Asset Management and Configuration Management. The latter involves the identification of which assets are being used, how they are being used and how they are interconnected to deliver services. The Director is also responsible for all of the Financial/HR/Labour Relations/etc. duties for the units that are normally associated with the EX-01 level.
 6. CS-05 Service Transition is responsible to define, operationalize, govern and provide central operational support to the Change Management (ChM) & Release/Deployment Management (RDM) processes. Service Transition is responsible for:
 - Developing ChM & RDM processes and applying Continual Service Improvements (CSI);
 - Operationalizing ChM & RDM processes in SSC;
 - Supporting ongoing ChM/RDM operations (KTLO and End-state);



- Governing changes in SSC environments through Forward Schedule of Changes (FSC) and Change Advisory Boards (CABs): Service Lines, Enterprise, Executive, Legacy, etc.;
 - Ensuring ChM & RDM process compliance;
 - Training Service Lines in the proper use of the ChM & RDM processes/tool;
 - Implementing ITGC Framework controls pertaining to ChM and RDM;
 - Managing ChM & RDM business requirements for SM standard tool.
7. CS-05 IT Continuity Planning & Special Projects is responsible for the establishment and management of SSC's IT Continuity and Emergency Management Programs. This includes SSC's IT Continuity framework, which details how SSC will establish and maintain disaster recovery capability for its infrastructure services, and SSC's Strategic Emergency Management plan, which establishes the governance structure for SSC's emergency response, and addresses threats risks and vulnerabilities related to emergency management that may impact SSC.

NATURE AND SCOPE

SSC was created in August 2011 when the GoC announced the establishment of the new department and its mandate for the centralized, transformed management and delivery of enterprise-wide IT infrastructure and services. There are currently over 60 different email systems, hundreds of data centres, and hundreds of overlapping and uncoordinated electronic networks across the GoC. The federal government spends over \$5 billion annually to build and support IT-enabled services for Canadians.

The government increasingly relies on technology for its overall management and delivery of programs and services; however, current IT systems are complex, inefficient and, in some cases, failing or antiquated. As such, SSC was established in 2011 with the mandate to consolidate and transform the delivery of IT infrastructure and services, commencing with email, data centre and network services and then expanding to include the cyber and IT security domain in 2012 and the distributed computing environment domain in 2013. SSC was to achieve this in a way that enhances the access of all federal organizations to reliable, efficient and secure IT infrastructure services for the best value. SSC is responsible for exercising GoC-wide leadership and creativity in finding ways to save money with respect to the Government's IT infrastructure and associated service delivery and to reduce the Government of Canada's overall environmental footprint.

SSC is exploring opportunities to create common platforms and develop systems that allow departments and agencies to easily communicate with each other while significantly reducing the numbers and complexity of these systems and as well, the department in the Report on Plans Priorities (RPP) for 2015-2016 states it will work collaboratively with other Government of Canada cyber-security agencies to improve security and support Canada's cyber security strategy. It is also leveraging capacity in the public and private sectors through entering into new partnership and service delivery arrangements (e.g., P3, joint ventures, shared approaches) with these stakeholders, and also through the strategic use of SSC's large IT buying power since IT infrastructure expenditures will now be controlled and managed through SSC as the new GoC common service provider for IT services.

As SSC brings together the IT programs formerly delivered through 43 partner and over 50 client departments and agencies; it is responsible for ensuring the current levels of IT service delivery to these partners and clients is maintained, while focusing on innovative solutions to streamline and re-engineer the delivery of certain services and enhancing security by reducing the number of access points to the GoC's numerous IT systems. It will deliver high-quality shared IT infrastructure platforms and services to government organizations at a reduced cost and achieve substantial benefits to the environment through energy savings.

Moving forward from the initial establishment of the department and implementation of the SSC mandate to consolidate and transform the delivery of IT infrastructure and services, SSC is responding to input from clients, staff, partners and industry and using this opportunity to standardize, consolidate



and re-engineer the way it does business. SSC has moved to an organizational structure where each IT Infrastructure Branch will be responsible for the entire life-cycle of the services it provides. This will allow SSC to better service clients and partners as the key IT functions and processes and SSC's corporate governance, management and business frameworks, processes and interrelationships are strengthened. These are critical factors that are essential to SSC's overall success and will over time, make the department more effective in delivering SSC's IT infrastructure services enterprise-wide.

Within this complex IT infrastructure and service environment context, the Director General, as the senior advisor to the SADM Service Delivery and Management, provides guidance on all matters related to Service Management and is accountable for developing and implementing a wide range of strategic and operational planning frameworks. The incumbent directs, applies and monitors the application of policies, procedures, guidelines and standards for the delivery of all aspects of Service Management including directing the delivery of these operational services to clients, partners and the GoC Enterprise.

The Director General provides professional leadership on strategic directions and strategies for achieving and implementing the management vision and associated initiatives; and is called upon to exercise a senior challenge function with partners, departments and agencies in the development of cross-cutting, horizontal Service Management initiatives. This responsibility requires the incumbent to oversee and provide leadership for the development of timely and cost effective research and monitoring systems in order to identify early problematic trends and emerging issues that could negatively impact on SSC's capacity to deliver on its mandated service priorities across the GoC Enterprise.

The Director General is called upon to create an environment of partnerships within and outside SSC, partnered and client departments and with the IT industry, private sector and provides technical assistance to their clients and partnered departments, other government departments and agencies. This responsibility requires the incumbent to establish working relationships in order to consult horizontally, within the department, other government departments and agencies, provincial governments, and with the private sector on cross-jurisdictional Service Management issues. This is especially critical given the broadly dispersed nature of the GoC IT community. The incumbent is called upon to manage the resolution of issues in a manner that maximizes confidence in SSC and minimizes negative impact on the government. This challenge requires the incumbent to maintain the confidence of senior levels of partnered departments, agencies and clients in the soundness of the procedures followed by SSC in executing its mandate.

What is critical to the effectiveness of this aspect of the work is that the Director General must not only be able to quickly determine how the issues are or can be linked to cross-jurisdictional IT platforms and architecture, he/she must decide where the issues are best managed and escalate them there. The Director General must enjoy ready and rapid access to the senior decision-makers and governance mechanisms but at the same time is relied on to use sound judgment in deciding whom, when and how to involve senior officials. This demands the analytical ability to delve into the details of issues, usually affecting more than one Service Line, assess the influence and impact on other players and the operation as a whole, and then properly situate the issue for the SADM, and other partnered departments, agencies and clients.

The Director General is responsible for planning, directing and implementing all operational services within the Service Management Directorate and for directing the design, development and implementation of the operational framework and infrastructure (strategies, policies, procedures, and guidelines). The Director General must use well-developed forward thinking abilities in the formulation of business, strategic and operational plans including the assessment of resource requirements and the analysis, monitoring and control of budgets and expenditures. Achieving greater efficiencies and cost-containment creates a challenge in providing stewardship of resources for the Directorate.



The Director General identifies current and potential operational, business and administrative problems, their nature and causes and formulates strategic approaches to resolve identified issues. The operating structure requires balancing strategic and policy responsibilities and client demands. Consultation is required to ensure that frameworks accommodate client and stakeholder interests, and the Director General develops substantive performance indicators for clients, stakeholders and operations.

As well, the incumbent develops forward looking strategies to set the roadmap for the future delivery of IT Service Management in accordance with the GoC's and SSC's evolving policy and service delivery agendas. The DG is accountable for the development of service strategies, delivery and customer service models, including broad implementation plans that provide SSC with a roadmap on how to offer the services and products to departments and agencies. In order to ensure the development of modern and efficient business models, the DG oversees the conduct of business research, business case development, business studies, benchmarking, etc., and the development of recommendations for the SADM, COO and President, in regards to business process engineering for Service Management. The Director General leads the building of broad strategic capacity, authoritative analytical expertise, relevant and real-time knowledge and information systems, and an expert advisory capacity on a national basis, while ensuring that the streamlining and implementation of nationally consistent processes to reduce costs and improve service line delivery do not compromise the financial position of SSC and the accountability of the SADM, President/COO and Minister.

As a member of Branch management team, the incumbent contributes to the formulation of long-term strategies, objectives and policies in support of SSC's overall mandate. The Director General provides leadership, strategic direction, guidance and support to staff which creates a professional work environment, maximizes productivity and excellence in performance consistent with the operational and strategic goals of SSC and the Branch/Directorate. The Director establishes personal and team goals and mentors and coaches staff, develops and evaluates work and ensures that individual and team objectives are met and motivates and encourages staff as individuals and within a team environment. The Director-General provides each employee with feedback on their performance on a regular basis.

The incumbent builds and maintains proactive relationships with the IM/IT industry; conducts high level negotiations with senior officials of large firms; and consults with industry representatives in various fora including meetings, focus groups, and working teams. At these fora, the incumbent discusses and exchanges ideas, tests venues, explores opportunities for entering into partnership agreements or strategic alliances and determines socio-economic or other impact on stakeholders, including Canadians and the IM/IT sector in Canada and abroad. The incumbent is expected to participate and enhance SSC's reputation as a centre of excellence for IT Service Management.

The Director General works with senior executives inside and outside SSC to define issues and plan strategies and courses of action. The Director General operates with considerable latitude in establishing goals and objectives, setting priorities, and in allocating and managing resources. The necessary interlocutory role demands well-developed interpersonal skills, a high level of credibility among all partnered departmental and client managers and a recognized understanding of the opportunities and challenges involved in advancing the shared Service Lines in a timely fashion. The Director General must represent SSC and the GoC enterprise as a facilitator and diplomat, deftly and authoritatively managing relationships with industry representatives and other players without compromising SSC governance structures.

The incumbent is also accountable for establishing and sustaining strong horizontal linkages to each Service Line area, ensuring the commonality and consistency of advice; rigorous assessments of performance results against stated objectives and for directing and ensuring the development and quality of the analysis and recommendations used to advise the SADM, the DM and President/COO. The incumbent must adopt a "whole-of-service line" planning approach to ensure better alignment between service lines and capitalize on synergies and commonalities. A horizontal governance structure will be established by the incumbent, so that senior management across service lines, partners and agencies



can address high-level risks collaboratively, This structure builds consensus through discussions around roles and responsibilities, and produces solutions to issues as they arise.

The Director General operates under constant pressures and demands stemming from within SSC, partners and agencies, and other government, and is accountable for managing these risks and issues.. These issues and risks are of significant intellectual complexity and have a wide impact on partner departments and agencies and their capacity to deliver their programs and services. One part of this challenge is in managing the risks involved in meeting timelines, quality assurance and service commitments for all partnered departments, clients and agencies, some of which deliver essential services for the public.

The DG is expected to constantly re-examine priorities and work plans for the Directorate in the light of these pressures and demands and establishes the strategic direction; determines priorities, work plans and objectives; initiates projects; allocates work assignments; plans the Directorate's resource requirements and budget; assesses staff performance; identifies career development and training requirements; participates in the administration of the branch; and recruits new staff.



SPECIFIC ACCOUNTABILITIES

1. Provides executive leadership and support to Shared Services Canada and the enterprise for the creation and design of the planning, design, building, operating of IT Service Management across SSC, partnered and client departments and agencies and the GoC Enterprise.
2. Establishes the Directorate to deliver innovative business models that govern the achievement of integrated business planning, performance measurement, accountability and review to help SSC and other government departments and agencies deal with the broader challenges of responding to new common/shared opportunities and the integration of shared system enterprise technology which cut across all programs, boundaries and jurisdictions.
3. Leads the development of Directorate business strategies, models, detailed plans, strategic procurement/ sourcing initiatives, and organizational change readiness to implement the strategies that will set the future state for IT business governance, management and delivery within the GoC for the next ten years.
4. Provides executive leadership for the conduct of all phases of projects from project-specific planning, design, management, execution, certification/accreditation and delivery through the Branch and suppliers it has engaged under contract, and the management of on-going consultation and liaison with CIOs and program ADMs/DGs in partner and client departments.
5. Provides direction, and leadership in the development, implementation and management of an enterprise level risk management framework to ensure issues are well addressed with necessary monitoring and intervention.
6. Engages senior government leaders at the CIO, DG and ADM levels from the 43 departments and agencies; and the over 100 departments and agencies and other clients within and external to the GoC in a broad national and international business context, such that the Service Management projects and service initiatives can be shaped and influenced into the enterprise service delivery model that will ultimately emerge.
7. Builds and maintains proactive relationships with the IM/IT industry, conducts consultations and negotiations with senior executives of large firms and consults with industry representatives in various fora including think tanks, advisory committees, focus groups, and working teams.
8. Manages the resources of the Directorate with economy, probity and prudence and provides leadership in demonstrating the corporate values and ethics of the Government of Canada.



STATEMENT OF MERIT CRITERIA

Director General

Shared Services Canada
Ottawa (Ontario), Gatineau (Québec)
EX-03
Acting, Assignment, Deployment, Indeterminate, Secondment, Specified period
\$133,900 to \$157,500

Information you must provide

Your résumé.
A covering letter in 8,000 words (maximum)

You must meet all essential qualifications in order to be appointed to the position. Other qualifications may be a deciding factor in choosing the person to be appointed. Some essential and other qualifications will be assessed through your application. It is your responsibility to provide appropriate examples that illustrate how you meet each qualification. Failing to do so could result in your application being rejected.

In order to be considered, your application must clearly explain how you meet the following (essential qualifications)

Applicants must clearly demonstrate IN THEIR COVER LETTER how they meet the education and experience factors listed in the ESSENTIAL and ASSET QUALIFICATIONS. Applicants must use the education/experience factors as a header and then write one or two paragraphs for each demonstrating how they meet each of them with concrete examples. Please note that it is not sufficient to only state that the qualification is met or to provide a listing of current or past responsibilities. Resumes will be used as a secondary source to validate the experience described in the cover letter. FAILURE TO CLEARLY DEMONSTRATE IN YOUR COVER LETTER HOW YOU MEET THE ESSENTIAL AND ASSET SCREENING CRITERIA (Education and Experience) WILL RESULT IN THE REJECTION OF YOUR APPLICATION. APPLICANTS WILL NOT BE SOLICITED FOR INCOMPLETE OR POSSIBLE MISSING INFORMATION.

Note that the application may be used to evaluate the ability to communicate in writing.

EDUCATION

Successful completion of two years of an acceptable post-secondary educational program or an acceptable combination of education, training and/or experience.

ESSENTIAL EXPERIENCE

E1- Recent ** and extensive * experience at the executive or EX-equivalent level in the planning, delivery and management of IM/IT services or IT Security services at a departmental level AND leading complex projects or programs with large budgets*****, involving multiple departments and agencies;

E2- Extensive* experience at the at the executive or EX-equivalent level in the provision of strategic advice to senior executives (at the ADM or DM level) on complex***** business and IM/IT and/or IT Security issues;

E3- Extensive* experience in developing and communicating business cases and demonstrating the business value of IM/IT products and/or services;

E4- Extensive* experience in working, negotiating and maintaining partnerships and networks with



stakeholders such as federal government departments and agencies, other levels of government and private sector organization AND including building consensus or achieving a specific organizational outcome;

E5-Extensive* experience in managing human*** and financial**** resources at the executive or EX-equivalent level;

E6- Experience in establishing organizational priorities for IM/IT services and/or IT security, and in directing their development and successful implementation, in alignment with an organization's strategic business plans.

Definitions:

*Extensive" means for a period of approximately 3 years. "Extensive experience" also refers to a depth and breadth of experience performing a broad range of complex activities.

** Recent is understood to mean within the past 2 years

*** Human Resources Management: Applicants must clearly demonstrate that they have managed human resources. Some examples of managing human resources may include: assigning work, managing performance, developing resourcing plans, determining needs and approving training, etc. Applicants must indicate the number of staff they supervised.

**** Financial Management: Applicants must show evidence of managing and being accountable for a budget. Some examples of managing financial resources may include: full delegation for a budget, forecasting, planning, budget allocation, reporting, etc. Applicants must also indicate the size of the budget they managed.

*****Complex issues" are issues with at least three (3) of the following characteristics: multidimensional, sensitive, confidential, affecting many partners or stakeholders, precedent setting, having a major impact on the public service.

*****Value of \$15M or more.

If you possess any of the following, your application must also clearly explain how you meet it (other qualifications)

ASSET QUALIFICATIONS

EDUCATION

AEd1- Graduation with a degree from a recognized post secondary institution.

AEd2- Project Management Professional (PMP) Certification

AEd3- ITIL Certification

EXPERIENCE

AE1- Experience in leading the design, development and implementation of policies and service or security standards, and/or governance and planning frameworks;

AE2- Recent** experience in leading complex projects or programs with large budgets*****, involving multiple departments and agencies, and TBS project oversight;



AE3- Experience in Business Continuity Planning relating to IT and security services;

AE4- Experience in delivering a major transformation with horizontal linkages to other government departments or levels of government or large complex**** organizations with TBS oversight;

AE5- Experience in revenue management, client relationship management and / or account management;

AE6- Experience in managing large-scale multi-year IM/IT projects (within a large complex department, multiple departments and/or with multiple key stakeholders);

AE7- Experience in managing IM/IT services through the application of a full cycle ITSM service management framework including: service strategy development; service design; service transition; service operation and optimization; and continuous service improvement;

AE8- Experience in managing large scale, operationally focused organizations towards being customer-centric, process-driven and metrics-based.

The following will be applied / assessed at a later date (essential for the job)

Bilingual - Imperative (CBC/CBC)

ESSENTIAL KNOWLEGDE

K1- Knowledge of Shared Services Canada mandate and interrelationships with the Federal Government's priorities;

K2- Knowledge of current trends, priorities, issues and challenges facing the public sector in the fields of IM and IT;

K3- Knowledge of the Government of Canada's transformation agenda;

K4- Knowledge of key Government of Canada legislation, policies and directives affecting IM/IT, human resources and financial management.

LEADERSHIP COMPETENCIES

Create Vision and Strategy
Mobilize People
Uphold integrity and respect
Collaborate with partners and stakeholders
Promote innovation and guide change
Achieve results

Conditions of employment

Secret security clearance
Willingness to work overtime
Willingness to travel

Other information

Indeterminate employees at the same group and level or equivalent may be considered for deployment. If no deployment is made, applicants from other groups and levels will be considered in the advertised



appointment process.

Candidates must meet all of the essential qualifications to be appointed to a position. A candidate may be appointed to a position even though he/she does not meet any or all of the asset qualifications. However, meeting these criteria is desirable and may be a deciding factor in choosing the person to be appointed.

An interview will be conducted.

A written test may be administered.

Candidates invited to an interview will be required to bring proof of their education credentials, in the form of a diploma or official transcript (original documents only).

Reference checks will be done; candidates will have to bring their list of references to the interview.

Please ensure that your Personal Record Identifier (PRI) is included in your application.

Persons are entitled to participate in the appointment process in the official language or languages of their choice. Applicants are asked to indicate their preference in their application.

Persons interested must submit, by the closing date, a complete application consisting of a covering letter which demonstrates clearly that they fully meet the screening requirements (i.e. education and/or occupational certification and experience) as well as a resumé. Please apply on-line. Your application can also be sent by e-mail OR regular mail OR courier, in which case you must indicate the process reference number. Please do not deliver your application in person.

For information on preparing for an EX appointment process, please visit <http://www.psc-cfp.gc.ca/sas-sde/ex/index-eng.htm>

For information on Public Service Key Leadership Competencies, please visit http://www.tbs-sct.gc.ca/psm-fpfm/learning-apprentissage/pdps-ppfp/klc-ccl/eff-eng.asp#director_general



ANNEX "B"

BASIS OF PAYMENT

The Contractor will be paid in accordance with the following Basis of Payment for work performed under the Contract.

The Contractor may request milestone payments in accordance with the following Schedule of Milestones.

Schedule of Milestones:

Milestone 1: Provision of a completed Talent Search Plan to the Project Authority for Approval.

Milestone 2: Completion of the initial Talent Search and a long-list of viable candidates.

Milestone 3: Provision of a Talent Search Binder to the Project Authority.

Milestone 4: a short-listed individual must be hired by SSC and must either remain at SSC for a minimum of 6 months or, SSC must be satisfied with the individual and maintain employment for a minimum of 6 months.

Additional details for Milestone requirements are specified in Statement of Work, Deliverables.

Initial Contract Period: 3 years

| Description of Task Authorization | Cost of Talent Search (CAD, tax extra) | | | | |
|--|---|------------------|------------------|------------------|---|
| | Milestone Payment | | | | Firm Rate |
| | 1 | 2 | 3 | 4 | |
| Talent Search: <u><< Bidder to indicate stream >></u> | 20% of Firm Rate | 20% of Firm Rate | 50% of Firm Rate | 10% of Firm Rate | << Bidder to provide firm rate for one talent search >> |

Option Period: Year 1

| Description of Task Authorization | Cost of Talent Search (CAD, tax extra) | | | | |
|--|---|------------------|------------------|------------------|---|
| | Milestone Payment | | | | Firm Rate |
| | 1 | 2 | 3 | 4 | |
| Talent Search: <u><< Bidder to indicate stream >></u> | 20% of Firm Rate | 20% of Firm Rate | 50% of Firm Rate | 10% of Firm Rate | << Bidder to provide firm rate for one talent search >> |



Option Period: Year 2

| Description of Task Authorization | Cost of Talent Search (CAD, tax extra) | | | | |
|--|---|------------------------|------------------------|------------------------|---|
| | Milestone Payment | | | | Firm Rate |
| | 1 | 2 | 3 | 4 | |
| Talent Search: <u><< Bidder to indicate stream >></u> | 20% of Firm Rate | 20% of Firm Rate | 50% of Firm Rate | 10% of Firm Rate | << Bidder to provide firm rate for one talent search >> |



ANNEX "C"

SECURITY REQUIREMENTS CHECK LIST



Government of Canada
Gouvernement du Canada

| |
|--|
| Contract Number / Numéro du contrat |
| Security Classification / Classification de sécurité Unclassified |

SECURITY REQUIREMENTS CHECK LIST (SRCL)
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

| PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE | | |
|---|--|--|
| 1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine | SSC | |
| 2. Branch or Directorate / Direction générale ou Direction Corporate Service Branch/HRW Directorate | | |
| 3. a) Subcontract Number / Numéro du contrat de sous-traitance | 3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant | |
| 4. Brief Description of Work / Brève description du travail Talent Search services. | | |
| 5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées? | <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui | |
| 5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques? | <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui | |
| 6. Indicate the type of access required / Indiquer le type d'accès requis | | |
| 6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c) | <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui | |
| 6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé. | <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui | |
| 6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit? | <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui | |
| 7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès | | |
| Canada <input type="checkbox"/> | NATO / OTAN <input type="checkbox"/> | Foreign / Étranger <input type="checkbox"/> |
| 7. b) Release restrictions / Restrictions relatives à la diffusion | | |
| No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/> | All NATO countries Tous les pays de l'OTAN <input type="checkbox"/> | No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/> |
| Not releasable À ne pas diffuser <input type="checkbox"/> | | |
| Restricted to: / Limité à: <input type="checkbox"/> | Restricted to: / Limité à: <input type="checkbox"/> | Restricted to: / Limité à: <input type="checkbox"/> |
| Specify country(ies): / Préciser le(s) pays: | Specify country(ies): / Préciser le(s) pays: | Specify country(ies): / Préciser le(s) pays: |
| 7. c) Level of information / Niveau d'information | | |
| PROTECTED A PROTÉGÉ A <input type="checkbox"/> | NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/> | PROTECTED A PROTÉGÉ A <input type="checkbox"/> |
| PROTECTED B PROTÉGÉ B <input type="checkbox"/> | NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/> | PROTECTED B PROTÉGÉ B <input type="checkbox"/> |
| PROTECTED C PROTÉGÉ C <input type="checkbox"/> | NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/> | PROTECTED C PROTÉGÉ C <input type="checkbox"/> |
| CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/> | NATO SECRET NATO SECRET <input type="checkbox"/> | CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/> |
| SECRET SECRET <input type="checkbox"/> | COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/> | SECRET SECRET <input type="checkbox"/> |
| TOP SECRET TRÈS SECRET <input type="checkbox"/> | | TOP SECRET TRÈS SECRET <input type="checkbox"/> |
| TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/> | | TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/> |



Government of Canada
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Contract Number / Numéro du contrat

Security Classification / Classification de sécurité
Unclassified

PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?
If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité : No / Non Yes / Oui
9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? No / Non Yes / Oui
- Short Title(s) of material / Titre(s) abrégé(s) du matériel :
Document Number / Numéro du document :

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis
- | | | | |
|---|---|---|--|
| <input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ | <input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL | <input type="checkbox"/> SECRET SECRET | <input type="checkbox"/> TOP SECRET TRÈS SECRET |
| <input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT | <input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL | <input type="checkbox"/> NATO SECRET NATO SECRET | <input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS | | | |
- Special comments:
Commentaires spéciaux : _____
- NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.
REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? No / Non Yes / Oui
- If Yes, will unscreened personnel be escorted?
Dans l'affirmative, le personnel en question sera-t-il escorté? No / Non Yes / Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? No / Non Yes / Oui
11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? No / Non Yes / Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? No / Non Yes / Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? No / Non Yes / Oui
11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? No / Non Yes / Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
Unclassified





| |
|--|
| Contract Number / Numéro du contrat |
| Security Classification / Classification de sécurité Unclassified |

PART C - (continued) / PARTIE C - (suite)

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.
Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

| Category Catégorie | PROTECTED PROTÉGÉ | | | CLASSIFIED CLASSIFIÉ | | | NATO | | | | COMSEC | | | | | | |
|--|----------------------|---|---|------------------------------|--------|---------------------------------|---|--|----------------|---|----------------------|---|---|--------------|--------|---------------------------------|--------------|
| | A | B | C | CONFIDENTIAL CONFIDENTIEL | SECRET | TOP SECRET TRÈS SECRET | NATO RESTRICTED NATO DIFFUSION RESTREINTE | NATO CONFIDENTIAL NATO CONFIDENTIEL | NATO SECRET | COSMIC TOP SECRET COSMIC TRÈS SECRET | PROTECTED PROTÉGÉ | | | CONFIDENTIAL | SECRET | TOP SECRET TRÈS SECRET | |
| | | | | | | | | | | | A | B | C | | | | CONFIDENTIAL |
| Information / Assets Renseignements / Biens Production | | | | | | | | | | | | | | | | | |
| IT Media / Support TI | | | | | | | | | | | | | | | | | |
| IT Link / Lien électronique | | | | | | | | | | | | | | | | | |

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).



Government of Canada
Gouvernement du Canada

Contract Number / Numéro du contrat

Security Classification / Classification de sécurité
Unclassified

PART D - AUTHORIZATION / PARTIE D - AUTORISATION

13. Organization Project Authority / Chargé de projet de l'organisme

| | | |
|---|-------------------------|------------------------------------|
| Name (print) - Nom (en lettres moulées) Rose Kattackal | Title - Titre DG HRW | Signature <i>Rose Kattackal</i> |
|---|-------------------------|------------------------------------|

| | | | |
|---|---|---|---------------------|
| Telephone No. - N° de téléphone 819-956-7101 | Facsimile No. - N° de télécopieur 819-956-7020 | E-mail address - Adresse courriel rose.kattackal@canada.ca | Date 23 Oct 2017 |
|---|---|---|---------------------|

14. Organization Security Authority / Responsable de la sécurité de l'organisme

| | | |
|---|--|-----------|
| Name (print) - Nom (en lettres moulées) Marc Primeau | Title - Titre Departmental Security Officer | Signature |
|---|--|-----------|

| | | | |
|---|-----------------------------------|---|------|
| Telephone No. - N° de téléphone 613-854-8119 | Facsimile No. - N° de télécopieur | E-mail address - Adresse courriel marc.primeau@canada.ca | Date |
|---|-----------------------------------|---|------|

15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached?
Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?

No / Non Yes / Oui

16. Procurement Officer / Agent d'approvisionnement

| | | |
|---|---------------|-----------|
| Name (print) - Nom (en lettres moulées) | Title - Titre | Signature |
|---|---------------|-----------|

| | | | |
|---------------------------------|-----------------------------------|-----------------------------------|------|
| Telephone No. - N° de téléphone | Facsimile No. - N° de télécopieur | E-mail address - Adresse courriel | Date |
|---------------------------------|-----------------------------------|-----------------------------------|------|

17. Contracting Security Authority / Autorité contractante en matière de sécurité

| | | |
|---|---------------|-----------|
| Name (print) - Nom (en lettres moulées) | Title - Titre | Signature |
|---|---------------|-----------|

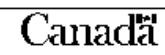
| | | | |
|---------------------------------|-----------------------------------|-----------------------------------|------|
| Telephone No. - N° de téléphone | Facsimile No. - N° de télécopieur | E-mail address - Adresse courriel | Date |
|---------------------------------|-----------------------------------|-----------------------------------|------|



ANNEX "D"

TASK AUTHORIZATION FORM

| Item No. No. de l'article | | Item Description Description de l'article | | | U of I U de D | Quantity Quantité | Unit Price Prix unitaire | Disc Esc. | Ext. Price Prix calculé |
|---|--|---|--|--|--|----------------------|---|--------------|----------------------------|
| Delivery Address - Adresse de livraison SSC Procurement/SPC Approvisionnement. Shared Services Canada Airport Parkway Data Centre Ontario Region 700 Montreal Road, Bldg C, 8th floor Ottawa ON K1A 0P7 | | Invoicing Address - Adresse de facturation SSC Accts Payable/SPC Cptes Pay. Shared Services Canada Airport Parkway Data Centre Ontario Region 700 Montreal Road, Bldg C Ottawa ON K1A 0P7 | | | FOB - FAB Terms of payment - Modalités de paiement Net 30 Start - Debut End - Fin | | Amount - Montant / CAD T. taxes - T. taxes / CAD T. Amount - Montant T. / CAD | | |
| Special Instructions - Instructions spéciales Security: This task authorization includes security provisions. If yes, an SRCL shall accompany all PWGSC documents. Sécurité: Cette autorisation des tâches comprend des exigences en matière de sécurité. Si oui, on doit joindre une LVERS à toutes les commandes du TPSGC. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | | | | | | | | | |
| The order number must appear on invoices, billing lists, packing lists, correspondence and outside containers. Le numéro de la demande doit être indiqué sur les factures, les connaissements, les listes d'emballage, la correspondance et à l'extérieur des contenants. Please note additional instructions attached if applicable. Veuillez consulter les instructions supplémentaires s'il y a lieu. | | | | | | | | | |
| Signature(Mandatory - Obligatoire) _____ Date _____ Contractor Entrepreneur | | | | | Signature(Mandatory - Obligatoire) _____ Date _____ Signature(Mandatory - Obligatoire) _____ Date _____ | | | | |





ANNEX "E"

TASK AUTHORIZATION PROCEDURES

1. TA Request

- (a) Where a requirement for a specific task has been identified and a TA is to be provided to the Contractor in accordance with the allocation methodology described in the Contract Article titled "Task Authorization", a TA Form, as attached at Annex D, will be prepared by the Technical Authority and sent to the Contractor.
- (b) A TA Form will contain the following information, if applicable:
 - (i) a task number;
 - (ii) the details of any financial coding to be used;
 - (iii) the date by which the Contractor's response must be received by the Contracting Authority;
 - (iv) a brief statement of work for the task identifying the resource category(ies), level and specialty required and describing the activities to be performed including any deliverables;
 - (v) the interval during which the task is to be carried out (beginning and end dates);
 - (vi) the number of person-days of effort required;
 - (vii) the specific work location; and
 - (viii) any other constraints that might affect the completion of the task.

2. TA Quotation

- (a) Once it receives the TA Form, the Contractor must submit a quotation to the Contracting Authority, identifying its proposed resources and detailing the cost and time to complete the task(s). The quotation must be based on the rate(s) set out in the Contract. The Contractor will not be paid for providing the quotation or for providing other information required to prepare and issue the TA. The Contractor must provide any information requested by Canada in relation to the preparation of a TA within 2 working days of the request.
- (b) The quotation must be submitted to the Contracting Authority within the time for response identified in the TA Form. The Contractor will be given a minimum of 48 hours turnaround time to submit a quotation.

3. TA Acceptance

- (a) Once the Contractor's quotation has been accepted by the Contracting Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. Whether or not to approve or issue a TA is entirely within Canada's discretion.
- (b) The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a fully signed TA Form has been received, and any work performed in its absence is done at the Contractor's own risk.