Public Works and Government Services Canada | Travaux publics et Services gouvernementaux Canada

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:
Bid Receiving - PWGSC / Réception des soumissions - TPSGC
11 Laurier St. / 11, rue Laurier
Place du Portage , Phase III
Core 0B2 / Noyau 0B2
Gatineau, Québec K1A 0S5
Bid Fax: (819) 997-9776

SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

Comments - Commentaires

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

Issuing Office - Bureau de distribution
Defence Communications Division. (QD)
11 Laurier St./11, rue Laurier
Place du Portage, Phase III, 8C2
Gatineau, Québec K1A 0S5

Title - Sujet LTSSC	
Solicitation No. - N° de l'invitation W8486-184111/C	**Amendment No. - N° modif.** 007
Client Reference No. - N° de référence du client W8486-184111	**Date** 2018-01-17
GETS Reference No. - N° de référence de SEAG PW-$$QD-038-26554	
File No. - N° de dossier 038qd.W8486-184111	**CCC No./N° CCC - FMS No./N° VME**
Solicitation Closes - L'invitation prend fin **at - à 02:00 PM** **on - le 2018-03-02**	**Time Zone** **Fuseau horaire** Eastern Standard Time EST
F.O.B. - F.A.B. **Plant-Usine:** ☐ **Destination:** ☐ **Other-Autre:** ☐	
Address Enquiries to: - Adresser toutes questions à: Mujkic, Ajida	**Buyer Id - Id de l'acheteur** 038qd
Telephone No. - N° de téléphone (819) 420-0886 ( )	**FAX No. - N° de FAX** ( ) -
Destination - of Goods, Services, and Construction: **Destination - des biens, services et construction:**	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée	**Delivery Offered - Livraison proposée**
Vendor/Firm Name and Address **Raison sociale et adresse du fournisseur/de l'entrepreneur** **Telephone No. - N° de téléphone** **Facsimile No. - N° de télécopieur**	
Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) **Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)** **Signature** **Date**	

Canada

The amendment 007 is raised to answer questions from potential bidders and update the RFP if necessary.

1- Questions from Potential Bidders and Answers from Canada:

Q13

Reference: Part 2, Para 2.4

Enquiries MUST be received no later than 10 days before bid closing date, yet it also indicates enquiries received after this date may not be answered. However, Part 4, Para 4.1.d defines Mandatory Requirements and indicates if a mandatory item is not complied with the bid shall not receive any further consideration. Please resolve this discrepancy (eg, by removing the mandatory aspect of the statement and by indicating enquiries received within 10 days of bid closing are only relate to answers received within 10+X days of closing).

A13

Part 2 of the Request for Proposals provides information and instructions on how the tendering process is conducted.

Article 2.4 – Enquiries includes a mandatory instruction to submit questions no later than 10 calendar days before the closing date. This is to give Canada sufficient time to answer the questions and publish an amendment.

Part 4 of the Request for Proposals explains the bid evaluation procedure and the basis of selection.

Article 4.1 (d) provides a definition of mandatory requirements, as wells as the terms used to identify them.

We do not see any discrepancy between these two articles.

Bidders must submit enquiries no later than 10 calendar days before the bid closing date. While this is a mandatory instruction, it will not form part of the Bid Evaluation.

Q14

Reference: Part 3, Para 3.2.1

The definition of "met" indicates that "DND considers on time and on budget to mean within 5% of initial proposal". Sometimes changes made to the initial scope impact the cost and schedule such that comparison to the initial proposal would be meaningless. Suggest comparison be made to the initial proposal or the as-amended requirement if applicable.

A14

This approach is acceptable to Canada.

Q15

Reference: Part 7, Para 7.6.3

How will holdbacks be released? We recommend that there be a provision for interim releases as components of the work are completed. Waiting until the end of the 5-year contract period to release all holdbacks is unreasonable.

A15

There will be no holdbacks. See below modification 2.1 to the Request for Proposals.

Q16

Reference: Annex B, Basis of Payment

Throughout the annex, clarity is required with respect to when incentives/credits will "be eligible" vs when they will "be subject to". For example, Para 2.2.1 and Para 2.2.2 indicate that all four KPIs in Para 2.2.4 must be met/exceeded/breached for the incentive/credit to be applied; however, the intro text for each of the four KPIs uses "be eligible" for meeting/exceeding but "subject to" for breaching (note the four examples uses "be eligible" for both meeting/exceeding and for breaching).

A16

Being eligible is the necessary condition but it is not sufficient as you need to be eligible for all to meet/exceed/breach the requirement.

Q17

Reference: Annex B, Basis of Payment, Para 2.4.1

Should the text read "for meeting or exceeding ALL OF the Core Engineering KPIs…." (ie, to be consistent with Para 2.2.1, 2.2.2 and 2.4.2?

A17

See updated Annex B attached to amendment 007.

Q18

Reference: Annex B, Basis of Payment, Para 2.4.4

Sub-para a - Should CPI read SPI?

A18

See updated Annex B attached to amendment 007.

Q19

Reference: Annex B, Basis of Payment, Para 2.4.4

Sub-paras b and c should not be numbered as sub-paras (ie, the four KPIs are currently identified at sub-paras a, d, e and f).

A19

Requirement is clear the para numbering is only used to ease cross referencing.

Q20

Reference: Attachment 3, Para 1.4.3

The bidder must provide two recent examples of "implementing the proposed Engineering Management Plan…". This is problematic if the proposed plan is based on an modified version of a previous plan used on an alternate contract. Suggest the wording be revised to mirror the approach used for the Project Management Plan (para 1.4.1).

A20

See updated Att 3 to Part 4 Bid Evaluation attached to amendment 007.

Q21

Reference: Appendix 5 to Annex A CDRL and DIDs

There is a statement in the Quality Assurance Plan (QAP) CDRL (400.002) that says for "Block 12. The initial QAP shall be the QAP delivered with the Contractor's proposal."

This implies a requirement to deliver a QAP with the proposal which does not seem to be supported in the rest of the RFP (Bid Evaluation).

Please confirm a QAP is not required with the Proposal?

A21

The QAP is required it will be evaluated as a sub plan of the PMP as identified in DID 100.001.

Q22

Reference: Appendix 6 to Annex A Labour Categories, 2.2 Software Project Manager

Can Canada broaden the allowable disciplines for the university education for the Software Project Manager, specifically to allow a Bachelor of Mathematics?

A22

Mathematics is covered by degree in science.

Q23

Reference: Appendix 6 to Annex A Labour Categories, 2.10 Technical Writer

Can Canada broaden the allowable disciplines for the university education for the Technical Writer, specifically to allow a Degree in Law, English or Human Sciences with supporting experience in a technical field?

A23

See updated Appendix 6 to Annex A attached to amendment 007.

Q24

Reference: Appendix 6 of annex A, section 2.3

At the level of the resource category requirements for the Software Systems Architect (appendix 6 of annex A, section 2.3), we note that the French version of the tender for diploma criteria for the position of Software Systems Architect (SSA) does not match those identified in English for the software System Architect (SSA). In French, the criterion reads as follows: "ASL must have a university degree in software engineering, Systems engineering, Computer engineering, information systems or computer science". In English, it is mentioned that "The SSA must have a university graduate degree in engineering or science". While the education requirements for the role of SSA are important, we would like to emphasize that this critical role requires a senior person named and should put a particular emphasis on demonstrating experience in System architecture in the land C4ISR domain. To this end, we believe that a bachelor's degree in a science and engineering discipline would be sufficient when combined with significant work experience as an architect in this specialized field of land C4ISR.

Could you confirm the French definition of SSA?

A24

See updated Appendix 6 to Annex A attached to amendment 007.

Q25

Reference: Appendix 6 to annex A, section 2.4

In connection with the criteria requirements of the labour categories for the software systems engineer (appendix 6 of annex A, section 2.4), could you confirm that a Bachelor of Science in Applied Sciences (B. Sc. A) in a computer program awarded by a Faculty of Science and Engineering is an acceptable degree in the category "Software Systems Engineer"?

A25

Yes, this is acceptable.

Q26

Reference: Part 7 - RESULTING CONTRACT CLAUSES, Section 7.9 Priority of Documents

The reference to Annex F in subparagraph (h) has the incorrect title. It should read "Insurance Requirements and Liability". The same applies in the Table of Contents.

A26

That is correct. See below modification 2.2 to the Request for Proposals.

Q27

Reference: Annex B – Basis of Payment

Sections 2.3.2(b) and 2.4.2(b) contain credits to the government of 10% of Actual Costs for CPI and SPI respectively. Can the Crown confirm whether it is possible for both of these credits to be applied to the same task. Specifically, could a contractor be required to pay a 20% credit (2 x 10%) for missing both the CPI and SPI requirements on one specific task that has gone beyond the scheduled and agreed upon end date?

A27

The CPI is a KPI that applies only to the Management task and the credit for mission CPI target is 6%. The SPI is one of 4 Engineering KPI they all have to miss the target to see a 10% credit applied to the engineering task. Furthermore CPI does not measure schedule performance.

Q28

Reference: Annex B – Basis of Payment

In Annex B Basis of Payment all incentives and credits are calculated upon x% of the Core Management Work fee. However, Table 1 – Core Work Cost calls for the cost breakout of the Monthly Fixed Rate (A). Is the term ‘fee’ correctly utilized in this section or does the GC really mean the Core Management Work Annual Cost for Year X?

A28

Yes, this is the correct interpretation.

Q29

Reference: Annex B – Basis of Payment

In a recent amendment, the Government of Canada added “and accepted” into sections 2.2.4.a, 2.2.4.b, 2.2.4.c, and 2.2.4.d. Industry has no control over the Government of Canada’s internal approval processes and the insertion of GC-dependent acceptance criteria could result in delays that could trigger credits for the contractor for reasons that are ultimately outside of the contractor’s control. Would the GC consider an “approval window” to ensure the GC provides approval in a timely manner? It would be reasonable that if approval was not provided in the prescribed period that the document in question not be counted as part of the contractor’s KPI performance metrics.

A29

The acceptance of the deliverable is a mandatory condition at the time of KPI calculation. The Government approval time does not however form part of the time allocation to the contractor.

Q30

Reference: Annex B – Basis of Payment

Section 2.4.1 does not use the word “all” as other incentive/credit sections with similar wording (e.g. 2.2.1, 2.2.2, 2.4.2), state “For meeting or exceeding all the” (emphasis added). The current language implies “all” but contractors would appreciate clarification that the term all also applies to the Core Engineering Key Performance Indicators Payout in section 2.4.1.

A30

This is the correct interpretation.

Q31

Reference: Attachment 3 to Part 4 of the RFP Bid Evaluation

In follow-up to Question 9 of Amendment 4, does the Crown only expect to see resumes for the resources identified in sections 1.4.5 (Table A3-5) and 1.4.6 (Table A3-6) of the LTSSC RFP?

A31

This interpretation of the bid evaluation requirement is correct.

Q32

Can the Crown please provide the definition of “key personnel” as the term is not defined in the RFP.

A32

These Key personnel are the resources identified in Attachment 3 to Part 4, Table A3-5.

Q33

Reference: Annex F

Could you consider the addition of a limitation of liability equal to the value of the contract to be added in the Annex F? Without this limitation, the industry capacity to bid will be impacted.

A33

We believe that the limitation of liability offered under this resulting contract is adequate. We would require approval from Treasury Board in order to offer a limitation of liability that is more

generous towards the Contractor. Bidders may explain which parts of Annex F they deem insufficient, while knowing that our ability to change the amounts and clauses is limited.

2- Modifications to the Request for Proposals.

2.1 At: Part 7 – Resulting Contract Clauses, article 7.6.3 Method of Payment, sub-paragraph 1.

Delete:

1. Canada will make progress payments in accordance with the payment provisions of the Contract, no more than once a month, for cost incurred in the performance of the Work, up to 90 percent of the amount claimed and approved by Canada if:

a. an accurate and complete claim for payment using form PWGSC-TPSGC 1111, Claim for Progress Payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;

b. the amount claimed is in accordance with the basis of payment;

c. the total amount for all progress payments paid by Canada does not exceed 90 percent of the total amount to be paid under the Contract;

d. all certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives.

Insert:

1. Canada will make progress payments in accordance with the payment provisions of the Contract, no more than once a month, for cost incurred in the performance of the Work, up to 100 percent of the amount claimed and approved by Canada if:

a. an accurate and complete claim for payment using form PWGSC-TPSGC 1111, Claim for Progress Payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;

b. the amount claimed is in accordance with the basis of payment;

c. the total amount for all progress payments paid by Canada does not exceed 100 percent of the total amount to be paid under the Contract;

d. all certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives.

2.2 At: Table of Contents and At: Part 7 - RESULTING CONTRACT CLAUSES, Section 7.9 (h) Priority of Documents.

Delete the title: Annex F - Insurance Requirements; and

Insert the title: Annex F - Insurance Requirements and Liability.

All other terms and conditions remain unchanged.

APPENDIX 6
TO ANNEX A

TO CONTRACT
W8486-184111

LAND C4ISR SYSTEM
TRANSITION SOFTWARE
SUPPORT CONTRACT
(LTSSC)

LABOUR CATEGORIES

11 January 2018

1 Task Resource Category Requirements

1.1 General

1.1.1 Task Resource Requirement

The types of resources that may be required to complete tasks in the LTSSC SOW are identified in Table 1 below.

1.1.2 Experience

Unless explicitly stated, there are three possible levels of experience for each resource type:

a. Junior resources (Level 1) have less than three (3) years of experience in the specified field;
b. Intermediate resources (Level 2) must have a minimum of three (3) years of relevant experience in the specified field within the last six (6) years; and
c. Senior Resources (Level 3) must have seven (7) years of relevant experience in the specified field within the last ten (10) years.

1.1.3 The Depth of Knowledge

In order to evaluate Level of a resource the Webb (1997) Degree of Knowledge (DoK) model is used as a basis for this contract. The DoK model is a process and criteria for systematically analyzing the alignment between standards and standardized assessments. The model assumes that work elements are categorized based upon the cognitive demands to produce the expected result. Each level reflects a different level of cognitive expectation, or depth of knowledge, required to complete the task. The term knowledge used here broadly encompass all forms of knowledge and experience.

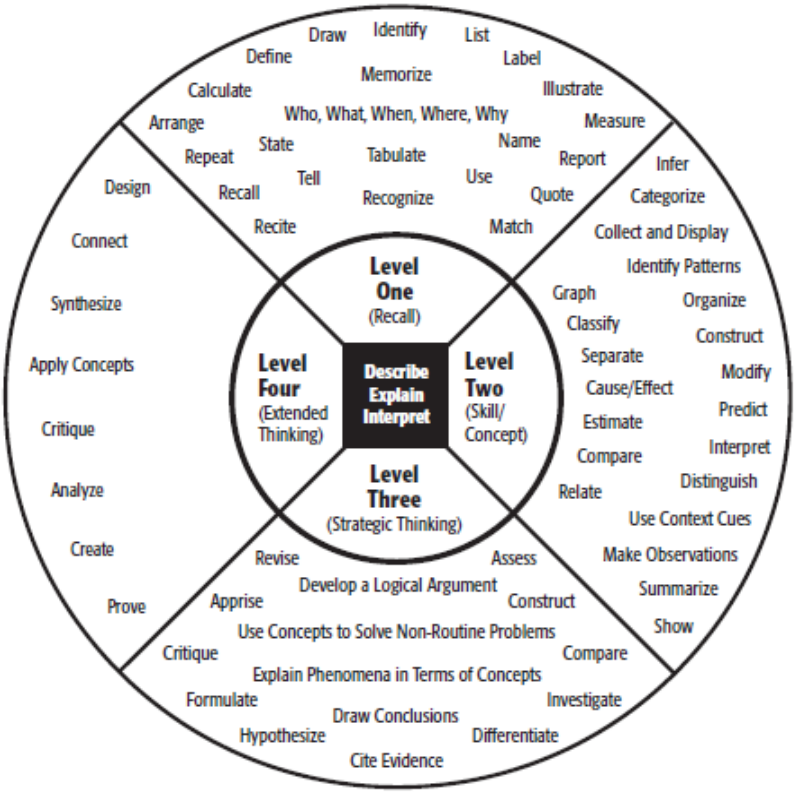

Figure A6-1 - Depth of Knowledge Skills

Depth of Knowledge			
Level 1	**Level 2**	**Level 3**	**Level 4**
Recall elements and details of assigned work. Conduct basic tasks. Represent in words or diagrams the behaviour or its relationship. Perform routine procedures. Describe the behaviour or issue at hand.	Identify, plan and summarize work. Use context to explain an event/requirement. Solve routine problems. Describe cause/effect given data/conditions. Identify patterns in events or behavior. Organize, represent and interpret data.	Support ideas with details and examples. Communicate with appropriate language to the purpose and audience. Design investigations for a problem. Develop a model for complex situation. Apply a concept in other contexts.	Conduct a project that requires specification, design, implementation and reporting results. Apply model to illustrate uses, problems or situations. Analyze and synthesize information from multiple sources. Design model to inform and solve uses, problems or situations.

Table A6-1 - Depth of Knowledge Summary

Serial	**Short Title**	**Personnel Position Description**

Serial	Short Title	Personnel Position Description
1	SwPM	Software Project Manager
2	SwSA	Software Systems Architect (Sr. and Int.)
3	SwSE	Software Systems Engineer
4	SwSS	Software Systems Specialist
5	SwSRA	Software Systems Requirements Analyst (Sr. and Int.)
6	SwT	Software Tester
7	SwD	Software Developer
8	NA	Network Administrator (Sr. and Jr.)
9	TW	Technical Writer (Sr. and Jr.)
10	TD	Training Developer (Sr. and Jr.)
11	FSR	Field Service Representative (Sr.)

Table A6-2: Resource Type

2 Resource Type Education, and Knowledge Requirements

2.1 General

Required education and knowledge is specified below for each resource type.

2.2 Software Project Manager

The SW Project Manager shall meet the following Webb Depth of Knowledge:

a. Junior and Intermediate shall be at a minimum level 2; and

b. Senior shall be at a minimum level 3.

Software Project Manager (SPM) must be capable of planning, directing, monitoring, assessing and controlling the project activities required to ensure that software support projects achieve their technical objectives according to higher level plans and schedules and within allocated budgets. A broad variety of knowledge is required about software development methods, project management techniques and the management of software engineering competencies and resources.

No.	Criteria
1.	Education. The SwPM must have a university undergraduate degree in business, science, engineering or information systems.
2.	Experience. **Mandatory**. Must have experience doing software project management work, including experience in any of the following areas: a. Developing new information system application software; b. Maintaining in-service information system application software; or c. Maintaining complex database management system implementations. **Additional Assets**. Requires a combination of education and experience in many of the fields below: a. Management Information Systems (MIS) Development and Support; b. Business Application Development and Support; c. Real-Time Systems Development and Support; d. Database Management Systems (DBMS) Development and Support; e. Structured Message Formats; f. Enterprise Architecture; g. Rational Unified Process (RUP) for Software Development; h. Agile Methods for Software Development (in a deliberate and methodological approach, rather than ad-hoc); i. Software Systems Engineering V-Model; j. International Standards for Systems and Software Engineering, including but not limited to ISO/IEC 15288:2015 and ISO/IEC 12207:2008; k. Work Breakdown Structures; l. Scheduling and Schedule Management; m. Budgeting and Resource Management; n. Earned Value Management; o. Software Engineering Competencies Management, including managing software skills across numerous areas such as requirements, design, construction, testing, sustainment, quality, configuration management and human-computer interaction; p. Computer-Aided Software Engineering (CASE) and Integrated Development Environment (IDE) Technologies; q. Requirements Management Methods and Technologies;

	r. Test Management Methods and Technologies, including Automated Testing; s. Continuous Integration Methods and Technologies; t. Software Configuration Management; u. Software Quality; and v. Integrated Logistics Support (ILS).

2.3 Software Systems Architect

There is no junior level in this labour category.

The SW System Architect shall meet the following Webb Depth of Knowledge:

a. Intermediate shall be at a minimum level 3; and

b. Senior shall be at level 4.

Software Systems Architect (SwSA) must be capable of producing and managing software architectural designs and guidance, with contributions from across software engineering and support disciplines, to achieve comprehensive software system implementation within the constraints of cost, schedule, and performance while maintaining an acceptable level of risk. The SSA is also expected to provide technical leadership and advice regarding the selection, use and, if required, creation or modification, of processes, procedures, methods and tools for the performance of software development and maintenance activities.

No.	**Criteria**
1.	Education. The SSA must have a university graduate degree in engineering or science.
2.	Experience. **Mandatory**. Must have experience doing software system architecture work, including experience in any of the following areas: a. Developing and maintaining an Information Systems Reference Architecture used for software systems development and support; b. Developing and maintaining Enterprise Architecture (EA) models and artefacts used for software systems development and support; or c. Creating and validating architectural representations of complex software-intensive systems used to predict and analyze performance, cost, schedule and risks, and to provide guidelines for system development, design, construction and management. **Additional Assets.** Requires a combination of education and experience in many

	of the fields below: a. Experience with Tactical Command and Control Information Systems (TacC2IS); b. Knowledge of Tactical Communications (TacComms); c. Knowledge of Intelligence, Surveillance and Reconnaissance (ISR); d. Management Information Systems (MIS) Development and Support; e. Business Application Development and Support; f. Database Management Systems (DBMS) Development and Support; g. Real-Time Systems Development and Support; h. Structured Message Formats; i. Enterprise Architecture; j. Business Analysis and Business Process Modeling; k. Unified Modeling Language (UML); l. Rational Unified Process (RUP) for Software Development; m. Agile Methods for Software Development (in a deliberate and methodological approach, rather than ad-hoc); n. Software Systems Engineering V-Model; o. International and Industry Standards for Systems and Software Engineering, such as ISO/IEC 15288:2015, ISO/IEC 12207:2008 and Capability Maturity Model Integration (CMMI); p. Software Engineering Competencies Management, including managing software skills across numerous areas such as requirements, design, construction, testing, sustainment, quality, configuration management and human-computer interaction; q. Computer-Aided Software Engineering (CASE) and Integrated Development Environment (IDE) Technologies; r. Requirements Management Standards, Methods and Technologies; s. Test Management Standards, Methods and Technologies, including Automated Testing; t. Continuous Integration Methods and Technologies; u. Software Configuration Management; and v. Software Quality Concepts, Standards and Methods.

2.4 Software Systems Engineer

The SW System Engineer shall meet the following Webb Depth of Knowledge:

a. Junior shall be at a minimum level 2;

b. Intermediate shall be at a minimum level 3; and

c. Senior shall be at level 4.

Software Systems Engineer (SwSE) must be capable of leading, directing and coordinating the design, specification, integration and verification of the software system solution in accordance with the proposed architecture. Must be able to collaborate with the Software Systems Architect on any software systems requirements or architecture adjustments and work with the other software support disciplines to integrate their work products into the overall software systems engineering process.

No.	Criteria
1.	Education. The SwSE must have a university undergraduate degree in software engineering, systems engineering, electrical engineering, computer engineering, information systems or computer science.
2.	Experience. **Mandatory**. Must have experience doing software systems engineering work, including experience in any of the following areas: a. Analyzing, designing, prototyping, implementing and testing management information systems (MIS); b. Analyzing, designing, prototyping, implementing and testing computer-based simulation systems; or c. Engineering software for real-time systems. **Additional Assets.** Requires a combination of education and experience in many of the fields below: a. Experience with Tactical Command and Control Information Systems (TacC2IS); b. Knowledge of Tactical Communications (TacComms); c. Knowledge of Intelligence, Surveillance and Reconnaissance (ISR); d. Rational Unified Process (RUP) for Software Development; e. Agile Methods for Software Development (in a deliberate and methodological approach, rather than ad-hoc); f. Software Systems Engineering V-Model; g. International and Industry Standards for Systems and Software Engineering, such as ISO/IEC 15288:2015, ISO/IEC 12207:2008 and Capability Maturity Model Integration (CMMI); h. Software Requirements Engineering, including requirements solicitation/development, requirements traceability and change management;

	i. Software Integration, including assembly of implemented system elements and preparation for verification of interfaces, functions and quality characteristics; j. Software Verification and Validation (V&V), including as appropriate: inspection, analysis, fitness for purpose and user acceptance testing of software system elements; k. Software Quality Assurance; l. Technical Reviews and Audits; m. Software Engineering Competencies Management, including managing software skills across numerous areas such as requirements, design, construction, testing, sustainment, quality, configuration management and human-computer interaction; n. Computer-Aided Software Engineering (CASE) and Integrated Development Environment (IDE) Technologies; o. Requirements Management Methods and Technologies; p. Test Management Methods and Technologies, including Automated Testing; q. Continuous Integration Methods and Technologies; r. Software Configuration Management; and s. Software Quality Concepts, Standards and Methods.

2.5 Software Systems Specialist

The SW System Specialist shall meet the following Webb Depth of Knowledge:

a. Junior shall be at a minimum level 2;

b. Intermediate shall be at a minimum level 3; and

c. Senior shall be at a minimum level 3.

Software Systems Specialist (SwSS) must be capable of defining and implementing software systems requirements and processes within a specialized area of software systems development and maintenance not adequately covered by any other task resource category. Must work closely with the Software Systems Engineer and other software support disciplines to ensure that specialized concerns are identified, analyzed and addressed within the context of the overall software systems engineering effort.

No.	Criteria
1.	Education. The SwSS must have: University undergraduate degree with sufficient content clearly related to the design, operation or sustainment of software-intensive systems; College diploma in an information technology (IT) related program; or On-job training (OJT) through work experience in the development and maintenance of software systems and hold a recognized professional or college certification in the relevant specialization.
2.	Experience. **Mandatory**. Must have experience doing specialized aspects of software systems engineering work, including relevant experience in any of the following areas: a. Analyzing, designing, prototyping, implementing and testing management information systems (MIS); b. Analyzing, designing, prototyping, implementing and testing computer-based simulation systems; or c. Providing specialized input to the development and maintenance of other types of software systems. **Additional Assets.** Requires a combination of education and experience in many of the fields below: a. Rational Unified Process (RUP) for Software Development; b. Agile Methods for Software Development (in a deliberate and methodological approach, rather than ad-hoc); c. Software Systems Engineering V-Model; d. International and Industry Standards for Systems and Software Engineering, such as ISO/IEC 15288:2015, ISO/IEC 12207:2008 and Capability Maturity Model Integration (CMMI); e. Software Quality Assurance; f. Technical Reviews and Audits; g. Enterprise Architecture; h. Data Modeling and Database Design; i. Structured Message Formats; j. Geospatial Information Systems (GIS); k. Human-Computer Interaction (HCI) and User Experience (UX); l. Software Systems Sustainment;

	m. Software Configuration Management; n. Software Quality Concepts, Standards and Methods; and o. Computer-Aided Software Engineering (CASE) and Integrated Development Environment (IDE) Technologies.

2.6 Software Systems Requirements Analyst

There is no junior level in this labour category.

The SW System Requirements Analyst shall meet the following Webb Depth of Knowledge:

a. Intermediate shall be at a minimum level 2; and

b. Senior shall be at a minimum level 3.

Software System Requirements Analyst (SwSRA) must be capable of performing stakeholder needs and expectations elicitation activities, analyzing the collected data to develop properly specified stakeholder requirements and, subsequently, working with other software support disciplines to develop all necessary levels of well-documented, fully traceable, configuration-managed software requirements in accordance with the established methods and procedures.

No.	Criteria
1.	Education. The SwSRA must have: University undergraduate degree in software engineering, systems engineering, electrical engineering, computer engineering, information systems or computer science; College diploma in an information technology (IT) related program; or On-job training (OJT) through work experience in the development and management of software systems requirements and hold a recognized professional or college certification in requirements engineering or business analysis.
2.	Experience. **Mandatory**. Must have experience doing software requirements work, including experience in any of the following areas: a. Planning and conducting business analysis for the development and maintenance of management information systems (MIS), business applications or database management systems; b. Planning and conducting requirements development for computer-based simulation systems or other complex software systems; c. Developing and managing software requirements for real-time systems. **Additional Assets.** Requires a combination of education and experience in many

	of the fields below: a. Rational Unified Process (RUP) for Software Development; b. Agile Methods for Software Development (in a deliberate and methodological approach, rather than ad-hoc); c. Software Systems Engineering V-Model; d. Business or Mission Analysis (often part of a project's Business Case Analysis) for Software Systems or System Elements; e. Requirements Development (i.e., Elicitation, Analysis, Specification and Validation) for Software Systems or System Elements; f. Requirements Management (i.e., Traceability, Prioritization, Agreement and Change Management) for Software Systems or System Elements; g. Software Verification and Validation (V&V); h. Software Quality Assurance; i. Computer-Aided Software Engineering (CASE) and Integrated Development Environment (IDE) Technologies; j. Business or Mission Analysis Standards, Methods and Technologies; k. Software Requirements Development Standards, Methods and Technologies; l. Software Requirements Management Standards, Methods and Technologies; and m. Software Quality Standards, Methods and Technologies.

2.7 Software Tester

The SW Tester shall meet the following Webb Depth of Knowledge:

a. Junior shall be at a minimum level 1;

b. Intermediate shall be at a minimum level 2; and

c. Senior shall be at a minimum level 3.

Software Tester (SwT) must be capable of planning, conducting and documenting software testing activities at various levels of system element complexity in accordance with the established methods and procedures. Will also be expected to provide input into various requirements engineering activities regarding the testability of proposed requirements.

No.	Criteria
1.	Education. The SwT must have: University undergraduate degree in software engineering, systems engineering,

	electrical engineering, computer engineering, information systems or computer science; College diploma in an information technology (IT) related program; or On-job training (OJT) through work experience in the planning and conduct of software systems testing and hold a recognized professional or college certification in software testing or software verification and validation (V&V).
2.	Experience. **Mandatory.** Must have experience doing software testing work, including experience in any of the following areas: a. Verifying and validating management information systems (MIS); b. Performing software testing for computer-based simulation systems or other complex software systems; or c. Planning and conducting software testing for real-time systems **Additional Assets.** Requires a combination of education and experience in many of the fields below: a. Rational Unified Process (RUP) for Software Development; b. Agile Methods for Software Development; c. Software Systems Engineering V-Model (in a deliberate and methodological approach, rather than ad-hoc); d. Software Verification, including, as appropriate, inspection, analysis, demonstration and testing of software system elements; e. Software Validation, including fitness for purpose and user acceptance testing; f. Software Quality Assurance; g. Software Inspection and Analysis Standards, Methods and Technologies, including both manual techniques and the use of automated code analyzers; h. Software Testing Standards, Methods and Technologies, including those applicable to various types and aspects of black-box testing, white-box testing and automated testing; and i. Software Quality Standards, Methods and Technologies.

2.8 Software Developer

The SW Developer shall meet the following Webb Depth of Knowledge:

a. Junior shall be at a minimum level 1;

b. Intermediate shall be at a minimum level 2; and

c. Senior shall be at a minimum level 3.

Software Developer (SwD) must be capable of designing and coding software system elements for operation on a wide range of computing platforms using a variety of programming languages, software development methods and tools.

No.	Criteria
1.	Education. The SwD must have: University undergraduate degree in software engineering, systems engineering, electrical engineering, computer engineering, information systems or computer science; College diploma in an information technology (IT) related program; or On-job training (OJT) through work experience in software programming and hold a recognized professional or college certification in software development or computer programming.
2.	Experience. **Mandatory**. Must have experience doing software development work, including experience in any of the following areas: a. Designing, coding and testing software system elements within an iterative and incremental software engineering process; b. Implementing application software through an Agile Method; or c. Implementing software as part of the development of real-time systems. **Additional Assets.** Requires a combination of education and experience in many of the fields below: a. Management Information Systems (MIS) Development and Support; b. Business Application Development and Support; c. Real-Time Systems Development and Support; d. Database Management Systems (DBMS) Development and Support; e. Structured Message Formats; f. Rational Unified Process (RUP) for Software Development; g. Agile Methods for Software Development (in a deliberate and methodological approach, rather than ad-hoc); h. Computer Programming (i.e., Design, Coding and Unit Testing) Standards, Methods and Technologies, including experience with a variety of programming languages; i. Computer-Aided Software Engineering (CASE) and Integrated

	Development Environment (IDE) Technologies; j. Test Management Methods and Technologies, including Automated Testing; k. Continuous Integration Methods and Technologies; l. Software Configuration Management; and m. Software Quality.

2.9 Network Administrator

There is no intermediate level in this labour category.

The Network Administrator shall meet the following Webb Depth of Knowledge:

a. Junior shall be at a minimum level 1; and

b. Senior shall be at a minimum level 2.

Network Administrator (NA) must be capable of administering one or more computer networks that employ a broad variety of hardware, software, applications, operating systems and environments. This includes managing the configuration of the network(s), monitoring and managing network performance and availability, maintaining network hygiene and monitoring and managing network security.

No.	Criteria
1.	<u>Education.</u> The NA must have: University undergraduate degree in software engineering, systems engineering, electrical engineering, computer engineering, information systems or computer science; College diploma in an information technology (IT) related program; or On-job training (OJT) through work experience in network administration and hold a recognized professional or college certification in network administration.

2.	Experience. **Mandatory.** Must have experience doing network administration work, including experience in any of the following areas: a. Installation, configuration and maintenance of a business- or mission-critical computer network; b. Monitoring and management of the operations of a business- or mission-critical computer network; or c. Monitoring and management of the security and defence of a business- or mission-critical computer network. **Additional Assets.** Requires a combination of education and experience in many of the fields below: a. Cisco Certified Network Associate within the Routing and Switching field or Security field, or equivalent historical certifications (with justification); b. Microsoft Certified Solutions Associate, Microsoft Technology Associate, or equivalent historical certifications from Microsoft (with justification); c. Configuration and Maintenance of Computer Networks; d. Deployment, Configuration, Patching and Upgrade of switching and routing technologies. e. Management of Network Security Tools, including Firewalls, Access Control Lists, Anti-Virus Tools and Intrusion Detection Systems; f. Troubleshooting and Resolution of Network Connectivity and Performance Issues; g. Monitoring and Optimization of Network Speed and Availability; h. Installation, Configuration and Maintenance of Processing, Storage, Networking, End User and Peripheral Equipment, including Virtualization Technologies; i. Deployment, Configuration, Patching and Upgrade of Network Software, such as Enterprise Anti-Virus or Diagnostic Programs; j. Deployment, Configuration, Patching and Upgrade of Server-side Core Software, including but not limited to Windows Server, SQL Server, Microsoft Active Directory, Microsoft Exchange and Microsoft SharePoint; k. Implementation and Maintenance of Backup and Restoration Systems for Mission-Critical Network Servers; l. Regulation of User Access to Devices, Services and Files; and m. Provision of End-User Desktop Support.

2.10 Technical Writer

There is no intermediate level in this labour category.

The Technical Writer shall meet the following Webb Depth of Knowledge:

a. Junior shall be at a minimum level 1; and

b. Senior shall be at a minimum level 2.

Technical Writer (TW) must be capable of producing high quality technical documentation in a variety of formats and tools. Will be expected to provide advice on the appropriateness, applicability and effectiveness of specific technical documents, formats, notations and technologies.

No.	Criteria
1.	Education. The TW must have: University undergraduate degree; College diploma in a related program; or On-job training (OJT) through work experience in technical writing and hold a recognized professional or college certification in technical writing.
2.	Experience. **Mandatory.** Must have experience doing technical writing work, including experience in any of the following areas: a. Authoring or editing user documentation or technical data packages (TDP) for business- or mission-critical software; b. Authoring or editing design and test documentation for business- or mission-critical software; or c. Authoring or editing software-related textbooks and student manuals. **Additional Assets.** Requires a combination of education and experience in many of the fields below: a. User Guides; b. Online Help; c. Web-Based Documentation; d. Operator Manuals and Installation Guides;

	e. Programmer and Administrator Guides; f. Process Documentation, Operating Procedures and Work Flows; g. System Design Documents and Assembly Manuals; h. System Verification and Validation Documentation, including Test Plans, Trial Directives and Evaluation Instructions; and i. Authoring, Publishing and Content Management Standards, Methods and Technologies.

2.11 Training Developer

There is no intermediate level in this labour category.

The Training Developer shall meet the following Webb Depth of Knowledge:

a. Junior shall be at a minimum level 1; and

b. Senior shall be at a minimum level 2.

Training Developer (TD) must be capable of planning, designing and developing professional quality, engaging and effective training materials, courseware and instructional/reference material for instructor-led classroom training, self-paced electronic learning (e-learning), virtual classroom training and webinar-based training, as well as embedded software training modules, tutorials and job aids. May be called upon to teach periodically, but the TD is focused primarily on developing training and reference materials for delivery by others, including self-paced student learning via learning management system or embedded training modules. Will be expected to provide advice on the appropriateness, applicability and effectiveness of specific methods, environments, tools and technologies for training development and delivery as they relate to particular products and training audiences.

No.	**Criteria**
1.	Education. The TD must have: University undergraduate degree in education, instructional design or similar discipline; College diploma in education technology, instructional design or a related program; or On-job training (OJT) through work experience in training development and hold a recognized professional or college certification in education technologies or instructional design.
2.	Experience.

	Mandatory. Must have experience doing training development work, including experience in any of the following areas: a. Designing and developing interactive web-based multimedia training modules to support self-paced e-learning; b. Planning, designing and developing training curricula and courseware for classroom-based instructor-led training on information technology; or c. Designing and developing job aids, help files, tutorials and embedded training modules for business- or mission-critical software systems. **Additional Assets.** Requires a combination of education and experience in many of the fields below: a. Adult Learning Theory, Concepts and Methods; b. Instructional Design Standards, Methods and Tools; c. Training Needs Assessment and Analysis; d. Process and Workflow Modelling Standards, Methods and Technologies; e. Learning Management System (LMS) Standards, Methods and Technologies including Sharable Content Object Reference Model (SCORM) conformant courseware modules; f. Multimedia E-learning and Computer-Based Training Standards, Methods and Technologies; g. Web-Authoring and Desktop Publishing Standards, Methods and Technologies; h. Advanced Use of Office Automation Technologies for Training Content Development and Maintenance; and i. Process Simulation Standards, Methods and Technologies.

2.12 Field Service Representative

There is no junior or intermediate level in this labour category.

The Field Service Representative shall be at a minimum Webb Depth of Knowledge level 3.

Field Service Representative (FSR) must be capable of providing comprehensive technical support to end users regarding the installation, configuration, management, operation and use of supported software system elements. Must work closely with end users in various locations around the world and other members of the Land C4ISR Systems Integrated Product Team (IPT) to identify and resolve technical problems and usage issues on-site, to develop effective workarounds for problems and issues that cannot be readily resolved with local resources, and to educate end users on changes to system elements in terms of their impact on installation,

configuration, management, operation and use of the software. Will be expected to provide technical reports and detailed recommendations to the IPT on problems and issues encountered as well as end user needs and expectations for supported software system elements.

No.	Criteria
1.	Education. The FSR must have: University undergraduate degree in software engineering, systems engineering, electrical engineering, computer engineering, information systems, computer science or information management; College diploma in a field related to information technology (IT) or information management (IM); or On-job training (OJT) through work experience in the provision of on-site technical support to end users of management information systems (MIS) or command and control information systems (C2IS).
2.	Experience. **Mandatory.** Must have experience doing end-user support work for information systems, including experience in any of the following areas: a. Developing and delivering formal instruction to end users on the management, operation or use of MIS or C2IS as part of an approved training curriculum in government, industry or academia; b. Providing "front-line" user support, including technical support, information management, workflow enhancement and/or user training, for MIS or C2IS software in government or industry; or c. Acting as a an end user representative to provide user input and feedback to MIS or C2IS software development, to design and conduct user acceptance testing for MIS or C2IS software, and/or to develop end user procedures for the management, operation and use of MIS or C2IS software. **Additional Assets.** Requires a combination of education and experience in many of the fields below: a. Canadian Armed Forces (CAF) Land Operations Doctrine, Command and Control (C2) Processes, and Command and Staff Procedures; b. CAF Land C4ISR Systems Technologies; c. CAF Signal Doctrine, including Signal Structures and the System

	Management Procedures for Land C4ISR Systems Technologies d. Information Management (IM) Standards, Methods and Tools; e. Process and Workflow Modelling Standards, Methods and Technologies; f. Process Documentation, Operating Procedures and Work Flows; g. Advanced Use of Office Automation Technologies for Training Content Development and Maintenance; h. Configuration and Maintenance of Computer Networks; i. Management of Network Security Tools, including Firewalls, Access Control Lists, Anti-Virus Tools and Intrusion Detection Systems; j. Troubleshooting and Resolution of Network Connectivity and Performance Issues; k. Monitoring and Optimization of Network Speed and Availability; l. Installation, Configuration and Maintenance of Processing, Storage, Networking, End User and Peripheral Equipment, including Virtualization Technologies; m. Deployment, Configuration, Patching and Upgrade of Network Software, such as Enterprise Anti-Virus or Diagnostic Programs; n. Deployment, Configuration, Patching and Upgrade of Server-side Core Software, including but not limited to Windows Server, SQL Server, Microsoft Active Directory, Microsoft Exchange and Microsoft SharePoint; o. Implementation and Maintenance of Backup and Restoration Systems for Mission-Critical Network Servers; p. Regulation of User Access to Devices, Services and Files; and q. Provision of End-User Desktop Support.

ATTACHMENT 3 TO
PART 4 OF THE RFP

BID EVALUATION

LAND C4ISR LTSSC

11 January 2018

Table of Content

1 TECHNICAL BID EVALUATION

1.1 Mandatory Requirement Criteria

a. Core Management Requirement Criteria; and

b. Core Engineering Requirement Criteria.

Any bid that fails to meet even one mandatory requirement will be disqualified and given no further consideration.

1.2 Rated Requirement Criteria

a. Program Management Plan Requirements;

b. Systems Engineering Management Plan Requirements;

c. Process Experience Requirements; and

d. Personnel Experience Requirements

Bidders must meet all the mandatory requirements within section 2.4 to be considered. Bidders must meet the minimum threshold scores. Any bid that fails to meet even one mandatory requirement or minimum score will be disqualified and given no further consideration

1.3 Mandatory Technical Bid Evaluation Criteria

1.3.1 Core Management Criteria

The Bidder must submit with their bid, a Program Management Plan (PMP) in accordance with Appendix 5, CDRL 100.001 and DID 100.001. This PMP must include a stand-up plan which describes how the resources will be available at contract award and beyond. The Bidder or Bidder's team must demonstrate how, when, and where they have successfully implemented the proposed PMP, or a previous version of their proposed PMP, on an alternate contract or project of similar scope, scale and complexity. If past experience uses a prior version of the PMP, the bidder must with provide documentary evidence of the evolution and rational of the implemented changes of the new PMP being proposed. The bidder must provide at least one customer reference, in accordance with the Bid Preparation Instructions in Part 3 of the RFP. The customer reference may be contacted to confirm validity of the information provided. The winning Bidder must implement and execute their proposed PMP.

Definitions for this criterion:

a. Similar Scope, Scale and Complexity means a minimum annual expenditure rate of 3 million per year or having as a minimum, the equivalent of 12 FTE positions throughout the duration of the contract or project and being of a minimum duration of 5 years, within the C4ISR industry.

b. Successfully Implemented means the services were delivered on cost, schedule, service levels and performance agreement.

1.3.2 Core Engineering Requirement Criteria

The Bidder must submit with their bid, a Systems Engineering Management Plan (SEMP) in accordance with Appendix 5, CDRL 200.001 and DID 200.001. The Bidder or Bidder's team must demonstrate how, when and where they have successfully implemented the proposed SEMP, or a previous version of their proposed SEMP, on an alternate contract or project of similar scope, scale and complexity. If past experience uses a prior version of the proposed SEMP, the bidder must provide documentary evidence of the evolution and rational of the implemented changes of the new SEMP being proposed. The bidder must provide at least one customer reference, in accordance with the Bid Preparation Instructions in Part 3 of the RFP. The customer reference may be contacted to confirm validity of the information provided. The winning Bidder must implement and execute their proposed SEMP.

Definitions for this criterion:

a. Similar Scope, Scale and Complexity means a minimum annual expenditure rate of 3 million per year or having as a minimum, the equivalent of 12 FTE positions throughout the duration of the contract or project and being of a minimum duration of 5 years, within the C4ISR industry.

b. Successfully Implemented the services were delivered on cost, schedule, service levels and performance agreement.

1.3.3 Personnel Requirement Criteria

Mandatory Personnel qualifications will be assessed by evaluating resumes of key personnel. Bidders shall provide resumes for the key personnel identified in Appendix 6 to Annex A. As a minimum, the following information should be included in each resume and presented in a tabular form:

a. General: name, company name, location of employee and the employee's government security clearance level status.

b. Education and training: dates, locations, and names of the institutions where the qualification was acquired. Copies of diplomas shall be provided. This section may also include formal company in house or external courses and attendance at pertinent conferences or symposia. For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programs that were completed by the resource by the time of bid closing. If the degree, designation or certification was issued by an educational institution outside of Canada, the Bidder must provide a copy of the results of the academic credential assessment and qualification

recognition service issued by an agency or organization recognized by the Canadian Information Centre for International Credentials (CICIC).

c. Employment history: presented in tabular form and include the duration (years and months), employer name and position held, in reverse chronological order. Self-employed consultants shall list major projects and assignments.

d. Experience: presented in tabular form with three columns including experience area, months of experience in that area and dates (month and year) the experience was obtained; and key details of that experience (e.g. project outline, company, specific tasks performed by the person, number of persons supervised).

The Bidder may use identified team members to meet the Personnel requirements. The Bidder shall confirm that all key personnel will be available to perform the work at Contract award. Canada will only consider the personnel resource if the resource is accessible to the Bidder and the Bidder can rely upon and use the experience in the performance of any resulting Contract. The Bidder is required to demonstrate this accessibility through the certification that teaming agreement are in place at the time of bid closure.The Bidders shall demonstrate compliance in response to Appendix 6 to Annex A, which provides specific position requirements. Bidders shall provide sufficient information to substantiate that the candidates meet the requirement. Bidders shall provide copies of diplomas for the highest level of educational qualification stated in the resumes to meet the educational requirement. The same individual must not be proposed for more than one Resource Category.

1.4 Rated Technical Bid Evaluation Criteria

a. For purposes of evaluating the rated criteria the following definitions will be used.

Recent: Is defined as on-going or completed work having been completed within the last five (5) years from date of RFP release.

Similar Scope and Scale: Is defined as being within the C4ISR industry, having a minimum annual expenditure rate of 3 million per year or having as a minimum, the equivalent of 12 FTE positions throughout the duration of the contract/project and being of a minimum duration of 5 years.

Significant: is defined as depth and breadth of experience associated with the delivery or support of C4ISR capabilities for a period of a minimum of five (5) years in the last 10 years calculated from date of RFP release.

Complex: meaning of a multi-million dollar value, multi-stakeholders, and multi-year contract.

b. For each Reference Project submitted for 1.4.1 to 1.4.4 below, the Bidder must provide a customer Reference, in accordance with the Bid Preparation Instructions in Part 3 of the RFP. The customer may be contacted to confirm validity of the information provided.

c. For each Reference Project submitted for 1.4.1 to 1.4.4 below, the Bidder should provide a detailed description, including but not limited to the following:
   1. Executive Summary;
   2. Problem statement;
   3. Project Management Strategy that includes at a minimum:
      i. Industry standard, best practice or corporate methodology used;
      ii. Implementation strategy;
      iii. Problem/Issue management;
      iv. Communications management;
      v. Risk mitigation;
      vi. Technologies used or implemented;
      vii. Resource management;
      viii. Project schedule management (including complete project timeline).
   4. Budget management;
   5. Performance management, including continuous improvement and performance incentives (if used);
   6. Description of users;
   7. Volumetrics, including number of internal users, number of transactional requests, and diversity of transactions; and
   8. Contract Disputes and Performance Issues

d. For the purpose of this solicitation, a "Team Member" or "Bidder's Team" is the entity whose experience is being used to meet evaluation criteria of this bid. Where a Bidder cites the experience of a Team Member, Canada will only consider this experience if the experience is accessible to the Bidder and the Bidder can rely upon and use the experience in the performance of any resulting Contract. The Bidder is required to demonstrate this accessibility through the certification that teaming agreement are in place at the time of bid closure. Experience listed without providing any supporting data to describe where, how and by whom such experience was obtained or failure to demonstrate that the Bidder has a cooperation agreement with the Team Member whose experience satisfies the requirement may result in the experience not being considered for evaluation purposes. The experience identified by the Bidder to meet criterion 1.4 b and 1.4 c, identified above, must be for Work for which the Bidder or Bidder's team was directly responsible.

1.4.1 Program Management Experience

The Bidder's Team program management capability will be evaluated based on actual relevant recent experience. The Bidder's Team must provide documentary evidence of two (2) recent examples in performing work of similar scope and scale for a maximum of 200 points per example. If more than two (2) examples are provided, only the first two (2) examples in the order

listed in the bid will be evaluated. The minimum passing score for each example is 20 points. The rating scale is based on the following criteria:

a. The work was performed outside of Canada with an unsuccessful reference check. -20 points
b. The work was performed outside of Canada with a successful reference check. -40 points
c. The work was performed in Canada with an unsuccessful reference check. -60 points
d. The work was performed outside of Canada in a defence or cyber security context with a successful reference check. a -80 points
e. The work was performed in Canada in a defence or security context with an unsuccessful reference check. -100 points
f. The work was performed in Canada in a defence or security context with a successful reference check demonstrating the Bidder's Team met the contractual requirement of the example being provided. -125 points
g. The work was performed in Canada in a defence or security context with a successful reference check demonstrating the Bidder's Team exceeded the contractual requirement of the example being provided. -150 points
h. The work was performed in Canada in a Land C4ISR context with a successful reference check demonstrating the Bidder's Team met the contractual requirement of the example being provided. -175 points
i. The work was performed in Canada in a Land C4ISR context with a successful reference check demonstrating the Bidder's Team exceeded the contractual requirement of the example being provided. -200 points

Table A3-1 – Program Management Experience Total

Example	Description	Maximum Score	Actual Score	Comments
1		200		
2		200		
Total		400		

1.4.2 Performance Based Contracting Experience

The Bidder's Team performance based contracting (PBC) capability will be rated based on actual relevant recent experience. The Bidder's Team must provide documentary evidence of two (2) recent examples of work performed under a performance based contracting regime for a maximum of 250 points per example. If more than two (2) examples are provided, only the first two (2) examples in the order listed in the bid will be evaluated. PBC is define as a regime where the contractor's performance is rewarded through incentives based on contractually defined and enforced Key Performance Indicators (KPI) or System Health Indicators (SHI). The minimum passing score for each example is 25 points. The rating scale is based on the following criteria:

a. The work was performed outside of Canada with an unsuccessful reference check. -25 points

b. The work was performed outside ofCanada with a successful reference check. -50 points
c. The work was performed in Canada with an unsuccessful reference check. -75 points
d. The work was performed outside of Canada in a defence or security context with a successful reference check. -100 points
e. The work was performed in Canada in a defence or security context with an unsuccessful reference check. -125 points
f. The work was performed in Canada in a defence or security context with a successful reference check demonstrating the Bidder's Team met the contractual requirement of the example being provided. -150 points
g. The work was performed in Canada in a defence or security context with a successful reference check demonstrating the Bidder's Team exceeded the contractual requirement of the example being provided. -175 points
h. The work was performed in Canada in a Land C4ISR security context with a successful reference check demonstrating the Bidder's Team met the contractual requirement of the example being provided. -200 points
i. The work was performed in Canada in a Land C4ISR context with a successful reference check demonstrating the Bidder's Team exceeded the contractual requirement of the example being provided. -250 points

Table A3-2 – Performance Based Contracting Experience Total

Example	Description	Maximum Score	Actual Score	Comments
1		250		
2		250		
Total		500		

1.4.3 System Engineering Management Experience

The Bidder's Team System Engineering Management capability will be rated based on actual relevant recent experience. The Bidder's Team must provide documentary evidence of two (2) recent examples of engineering Management Plan used in performing work of similar scope and scale for a maximum of 150 points per example. If more than two (2) examples are provided, only the first two (2) examples in the order listed in the bid will be evaluated. The minimum passing score for each example is 15 points. The rating scale is based on the following criteria:

a. The work was performed outside of Canada with an unsuccessful reference check. -15 points
b. The work was performed ouside of Canada with a successful reference check. -30 points
c. The work was performed in Canada with an unsuccessful reference check. -45 points
d. The work was performed outside of Canada in a defence or security context with a successful reference check. -60 points

e. The work was performed in Canada in a defence or security context with an unsuccessful reference check. -75 points
f. The work was performed in Canada in a defence or security context with a successful reference check demonstrating the Bidder's Team met the contractual requirement of the example being provided. -90 points
g. The work was performed in Canada in a defence or security context with a successful reference check demonstrating the Bidder's Team exceeded the contractual requirement of the example being provided. -105 points
h. The work was performed in Canada in a Land C4ISR context with a successful reference check demonstrating the Bidder's Team met the contractual requirement of the example being provided. -125 points
i. The work was performed in Canada in a Land C4ISR context with a successful reference check demonstrating the Bidder's Team exceeded the contractual requirement of the example being provided. -150 points

Table A3-3 – System Engineering Management Experience Total

Example	Description	Maximum Score	Actual Score	Comments
1		150		
2		150		
Total		300		

1.4.4 Core Engineering Experience

The Bidder's Team core engineering capability will be rated based on actual relevant recent experience. The Bidder's Team should provide documentary evidence of capability in the six (6) core engineering disciplines identified below for a maximum of 100 points per example. The minimum passing score for each example is 10 points. Recent experience is limited to the last five years. The rating scale is based on the following criteria:

a. The work was performed outside of Canada with an unsuccessful reference check. -10 points
b. The work was performed outside of Canada with a successful reference check. -20 points
c. The work was performed in Canada with an unsuccessful reference check. -30 points
d. The work was performed outside of Canada in a defence and security context with a successful reference check. -40 points
e. The work was performed in Canada in a defence or security context with an unsuccessful reference check. -50 points
f. The work was performed in Canada in a defence or security context with a successful reference check demonstrating the Bidder's Team met the contractual requirement of the example being provided. -70 points
g. The work was performed in Canada in a defence or security context with a successful reference check demonstrating the Bidder's Team exceeded the contractual requirement of the example being provided. -80 points

h. The work was performed in Canada in a Land C4ISR context with a successful reference check demonstrating the Bidder's Team met the contractual requirement of the example being provided. -90 points
i. The work was performed in Canada in a Land C4ISR context with a successful reference check demonstrating the Bidder's Team exceeded the contractual requirement of the example being provided. -100 points

Table A3-4 – Core Engineering Experience Total

Example	Description	Maximum Score	Actual Score	Comments
1	Software Systems Requirements and Architecture	100		
2	Software Systems Integration and Verification	100		
3	Software Systems Baseline Management	100		
4	Software Engineering	100		
5	Software Configuration Management	100		
6	Software Quality Assurance	100		
Total		600		

1.4.5 Lead Software Systems Architect Experience

The Bidder's Team Must provide documentary evidence of capability of one (1) resource at the senior level to meet the requirement as a Lead Software Systems Architect. Canada must have the ability to perform reference checks based on the information provided in the bid. The following mandatory criteria will be verified IAW Annex A, Appendix 6:

-Education
-Depth of Knowledge level
-Mandatory Experience

The remaining additional asset experience (breadth) requirements identified in Annex A, Appendix 6, item No. 2 within the table for each individual resource category, will be rated as follows (minimum passing score is 40 points):

a. The proposed resources has relevant knowledge and experience in one optional area - 40 points

b. The proposed resources has relevant knowledge and experience in 25% of the subject areas - 80 points
c. The proposed resources has relevant knowledge and experience in 50% of the subject areas - 120 points
d. The proposed resources has relevant knowledge and experience in all the subject areas - 160 points
e. The proposed resources has relevant knowledge and experience that exceeds all the subject areas – 200 points

Table A3-5 – Core Engineering Capability Total

Example	Description	Max Score	Breadth	Total	Comments
1	Lead Software System Architect	200			
Total		200			

1.4.6 Task Engineering Support Experience

The Bidder's Team must provide documentary evidence of capability of eight (8) senior level resources available to meet the requirements of the task-based work, one for each of the eight (8) resource types listed in table A3-5 below. The Software Systems Architect must be a different resource than the one identified for Section 2.4.5 above. Canada must have the ability to perform reference checks based on the information provided in the bid. The following mandatory criteria will be verified IAW Annex A, Appendix 6:

-Education
-Depth of Knowledge level
-Mandatory Experience

The remaining additional asset experience (breadth) requirements identified in Annex A, Appendix 6 will be rated as follows (minimum passing score is 20 points):

a. The proposed resources has relevant knowledge and experience in one optional area - 20 points
b. The proposed resources has relevant knowledge and experience in 25% of the subject areas - 40 points
c. The proposed resources has relevant knowledge and experience in 50% of the subject areas - 60 points
d. The proposed resources has relevant knowledge and experience in all the subject areas - 80 points
e. The proposed resources has relevant knowledge and experience that exceeds all the subject areas – 100 points

Table A3-6 – Task Engineering Capability Total

Example	Description	Max Score	Breadth	Total	Comments
1	Software Project Manager	100			
2	Software Systems Architect	100			
3	Software Systems Engineer	100			
4	Software Systems Specialist	100			
5	Software Systems Requirements Analyst	100			
6	Technical Writer	100			
7	Training Developer	100			
8	Field Service Representative	100			
Total		800			

1.5 Rated Total Score

Table A3-7 - Total Rated Criteria Point Summary

Rated Criteria Elements	Max Points Available	Total Points
Program Management Experience Summary	400	
Performance Based Contracting Experience Summary	500	
Systems Engineering Management Experience Summary	300	
Core Engineering Experience Summary	600	
Core Engineering Capability Summary	200	
Task Engineering Capability Summary	800	
Total	2,800	

2 FINANCIAL BID EVALUATION

The evaluated cost will be calculated using the firm all-inclusive rates and mark-ups proposed by the Bidder and the quantities indicated in the financial evaluation tables. The number of persons, units and days are based on "Proxy" usage rates. They are for evaluation purposes only and do not represent any promise or representation by Canada of any particular volume of work. Bidders shall complete and submit Tables A3-8 through Table A3-12 with their Financial Bid.

2.1 TasksCosts

2.1.1 Hourly Rates

Bidders shall enter their rates, as defined by the Personnel Rate Category in Appendix 6 to Annex A of the SOW, into Table A3-8. The source of these rates shall be drawn from Annex B – Basis of payment.If Team Members are used, the hourly rates will also apply to any Work performed by the Team Members personnel during the Contract.

Table A3-8 – Hourly Rate

Personnel (Pers) Rate Category	Qty Pers (A)	Contract Hourly Rate (B)					Evaluated Cost (AxB x 7.5 hours/day x 235 days)				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1 (C)	Year 2 (D)	Year 3 (E)	Year 4 (F)	Year 5 (G)
Sr. Software Project Manager	1	$	$	$	$	$	$	$	$		
Int. Software Project Manager	1	$	$	$	$	$	$	$	$	$	$
Jr. Software Project Manager	1	$	$	$	$	$	$	$	$	$	$
Sr. Software Systems Architect	2	$	$	$	$	$	$	$	$	$	$
Int. Software Systems Architect	2	$	$	$	$	$	$	$	$	$	$
Sr. Software Systems Engineer	4	$	$	$	$	$	$	$	$	$	$
Int. Software Systems Engineer	4	$	$	$	$	$	$	$	$	$	$
Jr. Software Systems Engineer	2	$	$	$	$	$	$	$	$	$	$
Sr. Software Systems Specialist	2	$	$	$	$	$	$	$	$	$	$
Int. Software Systems Specialist	2	$	$	$	$	$	$	$	$	$	$
Jr. Software Systems Specialist	2	$	$	$	$	$	$	$	$	$	$
Sr. Software Systems Requirements Analyst	1	$	$	$	$	$	$	$	$	$	$

Int. Software Systems Requirements Analyst	1	$	$	$	$	$	$	$	$	$	$
Sr. Software Tester	2	$	$	$	$	$	$	$	$	$	$
Int. Software Tester	3	$	$	$	$	$	$	$	$	$	$
Jr. Software Tester	3	$	$	$	$	$	$	$	$	$	$
Sr. Software Developer	5	$	$	$	$	$	$	$	$	$	$
Int. Software Developer	8	$	$	$	$	$	$	$	$	$	$
Jr. Software Developer	5	$	$	$	$	$	$	$	$	$	$
Sr. Network Administrator	1	$	$	$	$	$	$	$	$	$	$
Jr. Network Administrator	1	$	$	$	$	$	$	$	$	$	$
Sr. Technical Writer	1	$	$	$	$	$	$	$	$	$	$
Jr. Technical Writer	1	$	$	$	$	$	$	$	$	$	$
Sr. Training Developer	1	$	$	$	$	$	$	$	$	$	$
Jr. Training Developer	1	$	$	$	$	$	$	$	$	$	$
Sr. Field Service Representative	3	$	$	$	$	$	$	$	$	$	$
Personnel Sub Totals	**60**						$	$	$	$	$

2.1.2 Total Evaluated Personnel Cost Calculation

The total of the Per Diem Rate is calculated at Table A3-9. These are the personnel costs that will be used for the cost per point calculation determined at Table A3-12.

Table A3-9 - Total Evaluated Personnel Cost

Personnel (Pers) Category	Year 1	Year 2	Year 3	Year 4	Year 5	Sub –Total
Sub Totals	$ (C)	$ (D)	$ (E)	$ (F)	$ (G)	$ (C+D+E+F+G)
Total Evaluated Cost						$(Enter Value into Table A3-12)

2.2 Core Work

Bidders shall enter their rates, which are listed in Annex B – Basis of payment, into Table A3-10. The total value of the Core Work costs will be used for the cost per point calculation determined at Table A3-12. Core Work (combined value of Core Management Work and Core Engineering Work) must not exceed an annual rate of $7 million dollars.

Table A3-10 - Total Evaluated Core Work Cost

Core Work	Monthly Fixed Rate (A)					Annual Rate (B) (A*12)					5 Year Cost
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	SUM of B
Core Management Work	$	$	$	$	$	$	$	$	$	$	$
Core Engineering Work	$	$	$	$	$	$	$	$	$	$	$
										Total:	$(Enter Value into Table A3-12)

2.3 Cost with Mark-ups

Bidders shall propose firm mark-up rates, including overhead, general administration, profit and any other mark-up normally charged, for the acquisition of hardware, system equipment and software (HW/SE/SW), and the services of individuals with specialized knowledge (SK's) and Sub-Contracted services during the contract period utilizing Table A3-11. The mark-up amounts determined in the Table A3-11 below will be evaluated as part of the overall Bid price.

2.3.1 Acquisition of hardware, system equipment and software (HW/SE/SW) Mark-Up

For the purposes of bid evaluation only, acquisition costs for hardware, system equipment and software during the Contract period is hypothetically set at $5,000,000.00. Bidders must provide a Mark-up rate for the acquisition of HW/SE/SW in Table A3-11. The Mark-up rate proposed must not exceed 20%.

2.3.2 Acquisition of the services of individuals with Specialized Knowledge (SK) and Sub-Contracted Services

For the purposes of bid evaluation only, the acquisition costs for SK and Sub-Contracted Services during the contract period is hypothetically set at $7,500,000.00. Bidders must provide a Mark-up rate for the acquisition of SK and Sub-Contracted Services in Table A3-11. The Mark-up rate proposed must not exceed 20%.

Table A3-11 - Cost with Mark-ups

Activity	Mark-up Rate (%) (A)	Acquisition Costs (Not a Guarantee) (B)	Evaluated Amount ((A x B) + B)
Acquisition of HW/SE/ SW	**(A1)**	$5,000,000.00	**(C)**
Acquisition of SK & Sub-Contractors	**(A2)**	$7,500,000.00	**(D)**
Total Evaluated Cost of Mark-ups = C+D:			$(Enter Value into Table A3-12)

2.4 Travel and Living Expenses

The cost of travel and living expenses for contractors is not considered in the bid pricing.

2.5 Financial Bid Worksheet

Table A3-12 is a summary of all evaluated costs as determined in Tables A3-8 through A3-11. Bidders shall populate this table using the totals determined in Tables A3-9 through A3-11 where indicated by "$Enter Value into Table A3-12"

Bidders shall include Table A3-8 through A3-12 with their Financial Bid.

If there are any discrepancies between the amounts in Table A3-12 and those in Tables A3-8 through A3-11, the cost will be recalculated using the values determined in Tables A3-8 through A3-11.

Table A3-12 - Total Evaluated Cost of Bid

Cost Summaries	Total Evaluated Cost
Personnel Cost Summary	$
Core Work Cost Summary	$
Cost with Mark-ups	$
Total Evaluated Cost	$

3 INDUSTRIAL AND TECHNOLOGICAL BENEFITS VALUE PROPOSITION EVALUATION PLAN

1. INTRODUCTION

1.1. The purpose of the Value Proposition (VP) Evaluation Plan (Evaluation Plan) is to describe the methodology that will be used to evaluate the VP Proposal (Bid) submitted by the Bidder.

1.2. The Bid will be evaluated as either responsive or not responsive. The Bid will be deemed responsive if it: i) meets all of the mandatory requirements outlined in Section 2; and, ii) meets the minimum assessment values outlined in Section 3.

1.3. All responsive bids will then be evaluated based on rated criteria, as outlined in Section 4.

1.4. The results of the evaluation will be conveyed to the Contracting Authority. The results will then be integrated into the overall bid evaluation results, as outlined in section 4 of the Land C4ISR Transition Software Support Contract (LTSSC) (the Project) Evaluation Plan.

1.5. The Bidder is strongly encouraged to closely review the entire Bidder Instructions document.

1.6. Defined terms not otherwise defined in this document have the meaning given to them in the ITB Terms and Conditions and the Request for Proposal, including appendices, to which this Evaluation Plan is attached.

2. MANDATORY REQUIREMENTS

2.1. The chart below details each mandatory requirement and how the ITB Authority will assess whether it has been met. The Bid will be assessed as responsive or not responsive. To be considered responsive, all mandatory requirements must be met.

Table 2-1, Mandatory Requirements Evaluation Chart

Mandatory Requirement	Method to Confirm
1. Bidder commits to achieving Transactions, measured in Canadian content value (CCV), valued at not less than 100 percent of the Contract Price (including options exercised) or the total CCV of identified Transactions, whichever is higher, to be achieved within	Mandatory requirements certificate is duly signed and submitted.

the Achievement Period.	
2. Commits to achieving Direct Transactions valued at not less than 70 percent of the Contract Price in CCV, or the total CCV of Direct Transaction Commitments in the Bid, whichever is higher, including options exercised, to be achieved within the Achievement Period.	Mandatory requirements certificate is duly signed and submitted
3. Bidder has specified its Total Evaluated Cost of Bid , not including taxes, and not including options, and rounded to the nearest dollar.	Mandatory requirements certificate is duly signed and submitted, with Total Evaluated Cost of Bid provided.
3a. Bidder has identified Transactions which are detailed, fully described and equal in total to not less than 30 percent of the Total Evaluated Cost of Bid in CCV. All Transactions identified in the Bid must align with one or more of the rated criteria specified in Sections 4.1.1 to 4.1.3 of the Evaluation Plan	Alignment of the Transaction with one or more of the rated criteria is confirmed. CCV value of each Transaction in the Bid is totalled, then compared against the Total Evaluated Cost of Bid . Mandatory requirements certificate is duly signed and submitted.
3b. Bidder commits to identifying one (1) year after the Effective Date of Contract , Transactions that are detailed fully described and bring the cumulative total of identified Transactions to not less than 60 percent of the Contract Price, measured in CCV.	Mandatory requirements certificate is duly signed and submitted.
3c. Bidder commits to identifying three (3) years after Effective Date of Contract , and for each additional contract option year exercised, Transactions that are detailed, fully described and bring the cumulative total of identified Transactions to 100 percent of the Contract Price, measured in CCV	Mandatory requirements certificate is duly signed and submitted.
4. Commits to achieving Small and Medium Business Transactions valued at not less than 10 percent of the Contract Price in CCV, or the total CCV of Small and Medium Business Commitments in the Bid, whichever is higher, including options exercised, to be achieved within the Achievement Period.	Mandatory requirements certificate is duly signed and submitted.
5. Commits to achieving Research and Development Activity Transactions valued at not less than 1 percent of the Contract Price in CCV,or the total CCV of Research and Development Commitments in the Bid, whichever is higher, including options exercised, to be achieved within the Achievement Period.	Mandatory requirements certificate is duly signed and submitted.
6. Bidder accepts all of the ITB Terms & Conditions.	Mandatory requirements certificate is duly signed and

	submitted.
7. Bidder submits all the required components in its Bid: • Company Business Plan • ITB Management Plan • Regional Development Plan • Small and Medium Business Development Plan • Detailed transaction sheets, accompanied by a summary chart of all Transactions. • Signed Mandatory requirements certificate	Presence of each required component in the Bid and the Mandatory requirements certificate is duly signed and submitted.

3. MINIMUM ASSESSMENT VALUES

3.1. The Plans will be evaluated to determine if they meet the minimum assessment values below.

3.1.1. The Bidder's four Plans will be evaluated to confirm that they are present in the Bid. The Plans are then assessed for quality and for risk, using the assessments in Tables 3-1 and 3-2.

3.1.2. Quality will be assessed as to whether the Plans respond to the requested components outlined in Section 5 of the Bidder Instructions, the level of detail in the component, and how well the content of the Plan meets the ITB Objectives outlined in Section 3 of the Bidder Instructions.

3.1.3. Quality will be assessed on a scale of one (1) to four (4), using the values below in Table 3-1.

Table 3- 1, Plan Quality Assessments

VALUE	4 PLAN – QUALITY ASSESSMENTS
4	**SUPERIOR** Plan contains detailed responses to four or more of the requested items in Section 5.4 to 5.7, both inclusive, as applicable, of the Bidder Instructions. The Plan demonstrates that many of Canada's ITB Objectives will be met.
3	**GOOD** Plan contains detailed responses to three of the requested items in Section 5.4 to 5.7, both inclusive, as applicable, of the Bidder Instructions. The Plan demonstrates that several of Canada's ITB Objectives will be met.
2	**POOR** Plan contains detailed responses to two of the requested items in Section 5.4 to 5.7, both inclusive, as applicable, of the Bidder Instructions. The Plan demonstrates that some of Canada's ITB Objectives will be met.
1	**VERY WEAK** Plan contains detailed response to one or less of the requested items in the Section 5.4 to 5.7, both inclusive, as applicable, of the Bidder Instructions. The Plan does not demonstrate that Canada's ITB Objectives will be met.

3.1.4. Risk will be assessed as to whether the Plans respond to the risk areas outlined in Section 5 of the Bidder Instructions and the level of detail provided.

3.1.5. Risk will be assessed on a scale of one (1) to four (4), using the values below in Table 3-2.

Table 3- 2, Plan Risk Assessments

VALUE	PLAN - RISK ASSESSMENTS
4	**SUPERIOR** Plan contains a detailed response to four or more of the risk areas in Section 5.3 of the Bidder Instructions, such that the probability of failure to achieve is extremely low.
3	**GOOD** Plan contains a detailed response to three of the risk areas in Section 5.3 of the Bidder Instructions, such that the probability of failure to achieve is low.

VALUE	PLAN - RISK ASSESSMENTS
2	**POOR** Plan contains a detailed response to two of the risk areas in Section 5.3 of the Bidder Instructions, such that the probability of failure to achieve is moderate.
1	**VERY WEAK** Plan contains a detailed response to one or less of the risk areas in Section 5.3 of the Bidder Instructions, such that the probability of failure to achieve is significant.

3.1.6. The Quality and Risk assessments agreed to by evaluators will be multiplied together and the sums added together to determine the final Plans assessment value for the Bid.

3.1.7. The Bidder must achieve or exceed a final Plans assessment value of thirty-two (32) (out of a possible sixty-four (64)).

EXAMPLE:

Table 3.3 - Example

Plan	Quality (A)	Risk (B)	Assessment Value (C) *(C) = (A) x (B)*
Company Business Plan	4	3	12
ITB Management Plan	2	3	6
Regional Development Plan	4	4	16
SMB Development Plan	4	2	8
Final plans assessment value			**42**

3.2. Evaluation of proposed Transactions

3.2.1. The Bidder's proposed Transactions will be evaluated to determine whether they comply with the Bidder Instructions and with the ITB Terms and Conditions, with respect to eligibility criteria, valuation, banking and transaction types.

3.2.2. If a proposed Transaction does not meet the criteria outlined in 3.2.1, it will be rejected and will receive no further consideration during the mandatory or rated evaluation, or in the Contract.

3.2.3. If a proposed Transaction meets the criteria outlined in 3.2.1, it will then be assessed in accordance with the Mandatory Requirements in Section 2, specifically paragraph 3a of Table 2-1 Mandatory Requirements Evaluation Chart.

3.2.4. Any Transactions identified in the Bid will be assessed to determine whether they align with one or more of the three rated evaluation criteria identified in sections 4.1.1 through 4.1.3. The Bidder should provide a level of detail sufficient to support the claim that the Transaction fits within a given criteria.

3.2.4.1. Transactions where the Bidder does not demonstrate alignment with the rated evaluation criteria will be rejected and will receive no further consideration during the mandatory or rated evaluation, or in the Contract.

3.2.4.2. Transactions where the Bidder demonstrates alignment with the rated evaluation criteria will be included as part of the Bidder's Commitments in the rated evaluation, outlined in Section 4 of the Evaluation Plan. These Transactions would also be included as an Obligation to be achieved in the Contract.

4. RATED EVALUATION

4.1. The Bidder's proposed Commitments will be evaluated against the rated criteria as described below.

Land C4ISR – Transition Software Support Contract (LTSSC) **Value Proposition Strategic Objective**
The strategic objective of the Value Proposition (VP) Framework for the Project is to ensure that Canadian capabilities are utilized directly on the procurement, while incentivizing high-quality research and development investments that support innovation and the competitiveness of Canada's Defence Sector, as well as supply chain integration opportunities for Canadian small and medium-sized businesses (SMB).

4.1.1 Direct Transactions

The Direct Transactions pillar will incentivize high-value work activities in Canada directly related to the Project. The Mandatory Requirement in this area ensures that a minimum amount of Canadian content is used for the provision of goods and services, where Canada has capabilities, while Value Proposition points seek to incentivize bidders to compete on the basis of maximizing Direct Transactions.

Table 4 – 1, Direct Transactions

Criteria	Available	Basis of Evaluation

	Points	
Direct Transactions		
Commitments to undertake Direct Transactions above 70 percent of Contract Price, up to a maximum of 100 percent	30	Points will be awarded for Commitments to achieve Direct Transactions based on the following: The Bidder with the highest commitment to undertake Direct Transactions above seventy (70) percent of Contract Price up to a maximum of one hundred (100) percent, stated as a percentage of the Bidder's Total Evaluated Cost of Bid, not including options and measured in CCV, will receive thirty (30) points. All other bidders will be pro-rated down. Formula: Bidders total Direct Transaction Commitment above 70 percent (up to a maximum of 100 percent) divided by the highest bidder's Direct Transaction Commitment above 70 percent (up to a maximum of 100 percent), multiplied by 30 points.

4.1.2 Research and Development:

The Research and Development (R&D) pillar will incentivize bidders to identify R&D Transactions with Canadian Companies, Canadian Post-Secondary Institutions, and/or Public Research Institutions that support Canada's high-value Defence Sector research capabilities.

Table 4 – 2, Research and Development

Criteria	Available Points	Basis of Evaluation
Research and Development		
Commitments to undertake R&D Activity Transactions with Canadian Companies and/or Post-Secondary Institutions or Public Research Institutions, above 1 percent of Contract Price, up to a maximum of 100 percent	50	Points will be awarded for Commitments to achieve R&D Transactions based on the following: Commitments for each category of R&D Activity Transactions should be expressed as a commitment to undertake R&D Activity Transactions above one (1) percent of Contract Price. Commitment to R&D Activity Transactions in the Defence Sector with Canadian Post-Secondary

		Institutions or Public Research Institutions up to a maximum of one hundred (100) percent, stated as a percentage of the Bidder's Total Evaluated Cost of Bid , not including options and measured in CCV, will receive two (2) points for every percentage of Total Evaluated Cost of Bid committed. Commitment to R&D Transactions in the Defence Sector with Canadian Companies up to a maximum of one hundred (100) percent, stated as a percentage of the Bidder's Total Evaluated Cost of Bid , not including options and measured in CCV, will receive one (1) point for every percentage of Total Evaluated Cost of Bid committed. The R&D point accumulation is calculated by totalling the points accumulated in R&D Activities in the Defence Sector with Canadian Companies and Post-Secondary Institutions or Public Research Institutions. The Bidder with the highest point accumulation for such commitments above one (1) percent of Contract Price up to a maximum of one hundred (100) percent, will receive fifty (50) points. All other bidders will be pro-rated down. Formula: (Bidder's R&D Activity point accumulation divided by the highest bidder's R&D Activity point accumulation) multiplied by 50 points.

4.1.3. Small and Medium Sized Businesses (SMBs):

The Small and Medium-sized Business (SMB) pillar will incentivize bidders to work with SMB across Canada, to integrate them into supply chains, and invest in developing their skills, capacity, quality and productivity so they can remain competitive in the global market.

Table 4 – 3, Small and Medium Sized Businesses

Criteria	Available Points	Basis of Evaluation
Small and Medium Sized Businesses		

Commitments to undertake Transactions with SMBs above 10 percent of Contract Price, up to a maximum of 100 percent	20	Points will be awarded for Commitments to achieve Transactions based on the following: The Bidder with the highest Commitment to undertake Transactions with SMBs above ten (10) percent of Contract Price up to a maximum of one hundred (100) percent, stated as a percentage of the Bidder's Total Evaluated Cost of Bid , not including options and measured in CCV, will receive twenty (20) points. All other bidders will be pro-rated down. Formula: Bidders total SMB Commitment above 10 percent (up to a maximum of 100 percent), divided by the highest bidder SMB Commitment above 10 percent (up to a maximum of 100 percent), multiplied by 20 points.

4.2. In the event that the Bidder identifies Commitments or proposed Transactions in its Bid valued at more than 100 percent of the Total Evaluated Cost of Bid, no additional points will be earned in the rated evaluation, above those outlined in the Evaluation Plan. Additionally in this event, the Obligation values in Article 3.1.1 of the Terms and Conditions (including the sub-obligations) would be increased to match the total value of those

4.3. One identified Transaction may be aligned with multiple criteria and will be scored as such, up to the maximum total points. All Transactions that meet the criteria in Section 3.2 and Commitments identified in the Bid will be included as an Obligation to be achieved in the ensuing Contract.

4.4. In the event that the Bidder's total identified Transactions in the Bid align with any of the three rated VP criteria, expressed as a percentage of Total Evaluated Cost of Bid , is greater than the Bidder's Commitment in the same VP criteria as expressed in the Rated Criteria Certificate, the higher value will both be considered as the Bidder's Commitment in the rated evaluation described in Section 4, and as the Obligation to be achieved in Article 3 of the ensuing Contract.

4.5. Table 4-4 below summarizes the rated evaluation scoring:

Table 4-4 – Transaction Scoring

Criteria	Available Points	Basis of Evaluation
Direct Transactions	**30**	
Commitment		Commitment above 70 percent, expressed as CCV percentage of Total Evaluated Cost of Bid on signed rated criteria certificate (or CCV percentage of identified Direct Transactions, whichever is higher)
Research and Development	**50**	
Commitment		Commitment above 1 percent, expressed as CCV percentage of Total Evaluated Cost of Bid on signed rated criteria certificate (or CCV percentage of identified Research and Development Transactions, whichever is higher)
Portion of commitment involving Canadian Companies		Commitment expressed as CCV percentage of Total Evaluated Cost of Bid on signed rated criteria certificate (or CCV percentage of identified Research and Development Transactions with Canadian Companies, whichever is higher)
Portion of commitment involving Post-Secondary Institutions or Public Research Institutions		Commitment expressed as CCV percentage of Total Evaluated Cost of Bid on signed rated criteria certificate (or CCV percentage of identified Research and Development Transactions with Post-Secondary Institutions or Public Research Institutions, whichever is higher)
Small and Medium Sized Businesses	**20**	
Commitment		Commitment above 10 percent, expressed as CCV percentage of Total Evaluated Cost of Bid on signed rated criteria certificate (or CCV percentage of identified SMB Transactions, whichever is higher)
Total Points	**100**	

4.6. Total VP Score: The Bidder's scores for commitments will be totaled to reach a Total VP Score, which will then be weighted at seventeen (17) percent of the total available score for the Project's overall bid evaluation.

5. PROCESS

5.1. The evaluation is led by the ITB Authority, with participation from representatives of the regional development agencies, and, if required, other subject matter experts.

5.2. Evaluation assessments and scoring will be carried out by consensus, wherein the Bid will be read, discussed and each evaluator will agree to a score for each rated element. Consensus on broader issues will be sought, such that evaluators agree on the need for and nature of any clarifying questions or advice sought from outside experts. Where consensus on scoring, issues or other questions cannot be reached following discussion, the ISED Evaluation Lead will make the final decision.

5.3. The ITB Authority will hold overall responsibility for ensuring that the members of the evaluation team carry out their responsibilities. The ITB Authority will act as the liaison between the evaluation team and outside officials.

ANNEX B

TO CONTRACT
W8486-184111

LAND C4ISR

TRANSITION SOFTWARE SUPPORT CONTRACT

BASIS of PAYMENT

11 January 2018

TABLE OF CONTENT

1. Introduction

The Basis of Payment is established herein for the following considerations:

a. Payment for Core Work;

b. Payment for Tasks;

c. Payment for Key Performance Indicators; and

d. Payment for Acquisition of Hardware, System Equipment and Software, Specialized Knowledge & Sub-Contractors.

2. Basis of Payment

2.1 Core Work Payment

Payment for Core Work will be made in accordance with the Monthly Payment provisions of the Contract. Core Work charges must be based on Fixed Monthly Rates identified in Table 1 below.

Table 1 – Core Work Cost

Core Work	Monthly Fixed Rate (A)				
	Year 1	Year 2	Year 3	Year 4	Year 5
Core Management Work	$	$	$	$	$
Core Engineering Work	$	$	$	$	$

2.2 Core Management Key Performance Indicator (KPI) Incentive Payment

2.2.1 Incentive

For meeting or exceeding all of the Core Management KPIs detailed in 2.2.4, an incentive payment of 4% of the annual Core Management Work fee will be issued to the Contractor.

2.2.2 Credit

For breaching all of the Minimum Core Management KPIs detailed in 2.2.4, a credit will be paid by the Contractor, of 4% of the annual Core Management Work fee.

2.2.3 Setup Task

KPIs will not apply to the initial DND 626 Task Authorization to Setup the work to be done under the contract. The Task will be identified and issued by DND.

2.2.4 Core Management - Key Performance Indicators

The Core Management Key Perfomance indicators will be calculated on an annual basis from contract award. The incentive or credit payment will be settled as a line item on the first claim of the following contract year.

The contractor must meet the following performance criteria related to core management work:

a. **Task Completion**. When DND confirms tasks are completed, they are finalized and accepted by DND within 90 calendar days from the date work is finalized and all deliverables submitted as per CDRL 100.006 and DID 100.006 When this requirement is met at 90% throughout the contract year in question, the Contractor will be eligible for the Core Management Incentive Payment identified at paragraph 2.2.1. When the Contractor does not meet this requirement a minimum of 80% of the time, the Contractor will be subject to the credit identified at paragraph 2.2.2. If a task completion date falls within 90 calendar days prior to the start of a new contract year, the task will count to the

following years task completion Key performance indicator. If the contract is in the final year, the calculation will occur after all tasks have been finalized. The final score will be rounded to two decimal points.

Example of Task Completion Calculation:				
In scenario 1, 19 tasks out of a total of 20 tasks for the contract year were finalized and accepted on time resulting in the eligibility of the Incentive Payment. In scenario 2, 17 tasks out of a total of 20 tasks for the contract year were finalized and accepted on time resulting in no incentive nor credit being paid (neutral scenario). In scenario 3, only 15 tasks out of a total of 20 tasks for the contract year were finalized and accepted on time resulting in the eligibility of the credit being applied.				
Scenario	Completed Tasks	Finalized & Accepted on time	Score	Eligible for incentive/Credit
1	20	19	0.95	Incentive
2	20	17	0.85	Neither
3	20	15	0.75	Credit

b. **Monthly Progress Reports Delivery**. Monthly Progress Reports are delivered on time, complete and accepted by DND as per CDRL 100.002 and DID 100.002. When this requirement is met at 90% throughout the contract year, the Contractor will be eligible for the Core Management Incentive Payment identified at paragraph 2.2.1. When the Contractor does not meet this requirement a minimum of 80% of the time, the Contractor will be subject to the credit identified at paragraph 2.2.2. The final score will be rounded to two decimal points.

Example of Monthly Progress Reports Delivery Calculation:				
In scenario 1, 11 Monthly Progress Reports out of a total of 12 Monthly Progress Reports for the contract year were delivered and accepted on time resulting in the eligibility of the Incentive Payment. In scenario 2, 10 Monthly Progress Reports out of a total of 12 Monthly Progress Reports for the contract year were delivered and accepted on time resulting in no incentive nor credit being paid (neutral scenario). In scenario 3, only 9 Monthly Progress Reports out of a total of 12 Monthly Progress Reports for the contract year were delivered and accepted on time resulting in the eligibility of the credit being applied.				
Scenario	Progress Reports	Delivered & Accepted on time	Score	Eligible for incentive/Credit
1	12	11	0.92	Incentive
2	12	10	0.83	Neither
3	12	9	0.75	Credit

c. **Level of Effort Task Estimation.** Task estimates are delivered and accepted by DND within 30 calendar days from receipt of a Statement of Work from Canada for standard level of effort tasks. When this requirement is met at a rate that is above 90% throughout the contract year, the Contractor will be eligible for the Core Management Incentive Payment identified at paragraph 2.2.1. When the Contractor does not meet this

requirement, a minimum of 75% of the time, the Contractor will be subject to the credit identified at paragraph 2.2.2. The calculation will include all estimates provided to DND in the contract year for which they were delivered. The final score will be rounded to two decimal points.

Example of Level of Effort Task Estimation Calculation:				
In scenario 1, 18 Task estimates out of a total of 20 Task estimates for the contract year were delivered and accepted on time resulting in the eligibility of the Intcentive Payment. In scenario 2, 16 Task estimates out of a total of 20 Task estimates for the contract year were delivered and accepted on time resulting in no incentive nor credit payment being paid (neutral scenario). In scenario 3, only 14 Task estimates out of a total of 20 Task estimates for the contract year were delivered and accepted on time resulting in the eligibility of the credit being applied.				
Scenario	Task Estimates	Delivered & Accepted on time	Score	Eligible for incentive/Credit
1	20	18	0.90	Incentive
2	20	16	0.80	Neither
3	20	14	0.70	Credit

d. **Firm or Ceiling Priced Task Estimation.** Task estimates are delivered and accepted by DND within 60 calendar days from receipt of a Statement of Work where Canada is requesting a firm fixed priced or firm priced tasking with performance based measures. When this requirement is met at a rate that is above 90% throughout the contract year in question, the Contractor will be eligible for the incentive described in paragraph 2.2.1. When the Contractor does not meet this requirement, a minimum of 75% of the time, the Contractor will be subject to the credit identified at paragraph 2.2.2. The calculation will include all estimates provided to DND in the contract year for which they were delivered. The final score will be rounded to two decimal points.

Example of Firm or Ceiling Priced Task Estimation Calculation:				
In scenario 1, 18 Task estimates out of a total of 20 Task estimates for the contract year were delivered and accepted on time resulting in the eligibility of the Intcentive Payment. In scenario 2, 16 Task estimates out of a total of 20 Task estimates for the contract year were delivered and accepted on time resulting in no incentive nor credit payment being paid (neutral scenario). In scenario 3, only 14 Task estimates out of a total of 20 Task estimates for the contract year were delivered and accepted on time resulting in the eligibility of the credit being applied.				
Scenario	Task Estimates	Delivered on time	Score	Eligible for incentive/Credit
1	20	18	0.90	Incentive
2	20	16	0.80	Neither
3	20	14	0.70	Credit

2.3 Core Management Cost Performance Indicator

2.3.1 Incentive

a. If the contractor obtains an annual CPI of 1.10 or greater, an incentive will be paid to the Contractor of 6% of the annual Core Management Work fee. Firm fixed priced tasks and core work will not be included in the calculation of this indicator. This indicator will be calculated on an annual basis from contract award. The credit payment will be settled as a line item on the first claim of the following contract year.

2.3.2 Credit

a. If the contractor obtains an annual CPI below 0.90, a credit will be paid by the Contractor, to Canada, of 6% of the annual Core Management Work fee. Firm fixed priced tasks and core work will not be included in the calculation of this indicator. This indicator will be calculated on an annual basis from contract award. The credit payment will be settled as a line item on the first claim of the following contract year.

b. For ongoing taskings where the task goes beyond the scheduled and agreed upon end date, if the CPI of a specific task drops below 0.90 as supported by the current progress claim, a credit will be provided by the Contractor to Canada. The credit will be calculated as 10% of the Actual Cost (AC) for the specific task, as supported by the current progress claim. The credit will be applied on the following month's progress claim. The application of this indicator will not be done for firm fixed priced tasks and core work.

2.3.3 Setup Task

KPIs will not apply to the initial DND 626 Task Authorization to Setup the work to be done under the contract. The Task will be identified and issued by DND.KPIs will not apply to the initial Setup task to be identified and issued by DND.

2.3.4 Cost Performance Index (CPI):

a. The contract Cost Performance Index (CPI) measures how far ahead or behind the contract budget is at a given point in time. The calculation will occur each year from the date of contract award. The calculation will include all open DND 626 Task Authorizations and Tasks which have closed throughout the contract year which just ended. In order to obtain the incentive detailed in 2.3.1, the annual CPI must be above 1.10 for the contract year. If the annual CPI is below 0.90, the credit detailed in 2.3.2 will be applied.

b. The annual CPI is determined using the baseline task budget, and estimated start and finish dates for all tasks. CPI is calculated as the Earned Value (EV) divided by Actual Cost (AC). EV is the amount of the work that is actually completed in terms of task budget. AC is the amount that has been spent on the task. It must include values for labor and any other item of cost that was necessary to complete the task. The CPI will be calculated on a task-by-task basis The EV and AC are calculated on a task-by-task basis and summed to determine the overall contract CPI. (CPI= Sum(EV)/Sum(AC)).

c. Any change in scope issued by DND will be taken into account and the revised proposal and task baseline will supersede prior proposals for the affected task. When this requirement is met, the Contractor will be eligible for the incentive described.

Example of CPI calculation.

This example shows CPI for individual tasks and the resulting annual CPI. In this example, the annual CPI (CPI= Sum(EV)/Sum(AC)) is greater than 1.10 and will result in the incentive being paid.

ID	Task	Start date	End Date	Budget	% Delivered	EV	AC	CPI
1.1	Task 1	Nov 18	Oct 19	$2,000K	50%	$1,000K	$1,100K	0.90
1.2	Task 2	Nov 18	Oct 19	$4,000K	60%	$2,400K	$2,000K	1.25
1.3	Task 3	Jan 19	May 19	$1,000K	80%	$800K	$1,000K	0.80
1.4	Task 4	Jan 19	Oct 19	$3,000K	50%	$1,500K	$1,000K	1.50
1.5	Task 5	Apr 19	Sep 19	$1,000K	20%	$200K	$100K	2.00
TOTAL: Annual CPI				$11,000K		$6,000K	$5,200K	1.15

2.4 Core Engineering - Key Performance Indicators Payment

2.4.1 Incentive

a. For meeting or exceeding all of the the Core Engineering KPIs detailed in 2.4.4, an incentive payment of 10% of the annual Core Engineering Work fee will be issued to the Contractor. Firm fixed priced tasks and core work will not be included in the calculation of this indicator. This indicator will be calculated on an annual basis from contract award. The credit payment will be settled as a line item on the first claim of the following contract year.

2.4.2 Credit

a. For breaching all of the minimum Core Engineering KPIs detailed in 2.4.4, a credit will be paid by the Contractor, to Canada, of 10% of the annual Core Engineering Work fee. Firm fixed priced tasks and core work will not be included in the calculation of this indicator. This indicator will be calculated on an annual basis from contract award. The credit payment will be settled as a line item on the first claim of the following contract year.

b. For ongoing taskings where the task goes beyond the scheduled and agreed upon end date and the SPI drops below 0.90 in a given month as supported by the progress claim, a disincentive fee of 10% of the Actual Cost (AC) for the task, for that month will be applied. The application of this indicator wil not be done for firm fixed priced tasks and core work.

2.4.3 Setup Task

KPIs will not apply to the initial DND 626 Task Authorization to Setup the work to be done under the contract. The Task will be identified and issued by DND.

2.4.4 Core Engineering - Key Performance Indicators Payment

The contractor must meet the following performance criteria related to core engineering work:

a. **Schedule Performance Index.**The contract Schedule Performance Index (SPI) measures how far ahead or behind the contract work is at a point in time. The calculation

will occur each year from the date of contract award. The calculation will includeing all open DND 626 Task Authorizations and Tasks which have closed throughout the contract year which just ended. In order to obtain the incentive detailed in 2.4.1, the annual SPI must be above 1.10 for the contract year. If the annual SPI is below 0.90, the credit detailed in 2.4.2 will be applied.

b. In order to calculate the SPI task budget, start and finish dates for all tasks must be baselined. Schedule Performance Index (SPI) is the Earned Value (EV) divided by Planned Value (PV). EV is the amount of the work that is actually completed in term of task budget. PV is the amount of the task that is supposed to have been completed in terms of the task budget. The EV and PV are calculated on a task-by-task basis and summed to determine the overall contract SPI. (SPI= Sum(EV)/Sum(PV))

c. Any change in scope that occurs will be taken into account and the revised proposal and task baseline will supersede prior proposals for the affected task.

Example of SPI calculation.

This example shows SPI for individual tasks and the resulting annual SPI. In this example, the annual SPI (SPI= Sum(EV)/Sum(PV)) is greater than 1.10 and will result in the incentive being paid. The term 'Budget' is defined as the value of the DND 626 Task Authorization. The term '% Schedule' refers to the amount of time lapsed in the DND 626 Authorization divided by the length of the DND 626 Task Authorization.

ID	Task	Start date	End Date	Budget	% Schedule	EV	PV	SPI
1.1	Task 1	Nov 18	Oct 19	$2,000K	50%	$1,500K	$1,000K	1.50
1.2	task 2	Nov 18	Oct 19	$4,000K	60%	$2,500K	$2,400K	1.04
1.3	Task 3	Jan 19	May 19	$1,000K	80%	$800K	$800K	1.00
1.4	Task 4	Jan 19	Oct 19	$3,000K	40%	$1,500K	$1,200K	1.25
1.5	Task 5	Apr 19	Sep 19	$1,000K	30%	$200K	$300K	0.66
TOTAL: Annual SPI				$11,000K		$6,500K	$5,700K	1.14

d. **Problem Management**. The contract Problem Management Service Level Agreement is set at paragraph 4.7 of Annex A. When this requirement is met at a rate that is above 90% throughout the contract year, the Contractor will be eligible for the Core Management Incentive Payment identified at paragraph 2.4.1. When the Contractor does not meet this requirement a minimum of 80% of the time, the Contractor will be subject to the credit identified at paragraph 2.4.2. The calculation will include all closed problem reports approved by DND in the contract year for which they were processed and closed by DND. The final score will be rounded to two decimal points.

Example of Problem Management Calculation:
In each of the 3 scenarios below, a total of 150 Problem Reports have been reported throught the contract year. In scenario 1, 140 problems have been processed and closed by DND on time resulting in a score of 93% and the incentive being paid. In scenario 2, 125 problems have been processed and closed by DND on time resulting in a score of 83% and no incentive nor credit being applied (neutral case). In scenario 3, only 115 problems have been processed and closed by DND on time resulting in a score of 77% and the credit

being applied.				
Scenario	Problem Reports	Processed & Closed by DND on time	Score	Eligible for incentive/Credit
1	150	140	0.93	Incentive
2	150	125	0.83	Neither
3	150	115	0.77	Credit

e. **Incident Management.** The contract Incident Management Service Level Agreement set in paragraph 4.8 of Annex A. When this requirement is met at a rate that is above 90% throughout the contract year, the Contractor will be eligible for the Core Management Incentive Payment identified at paragraph 2.4.1. When the Contractor does not meet this requirement a minimum of 80% of the time, the Contractor will be subject to the credit identified at paragraph 2.4.2. The calculation will include all closed incident reports approved by DND in the contract year for which they were processed and closed by DND. The final score will be rounded to two decimal points.

Example of Incident Management Calculation:				
In each of the 3 scenarios below, a total of 150 Incident Reports have been reported throught the contract year. In scenario 1, 140 incidents have been processed and closed by DND on time resulting in a score of 93% and the incentive being paid. In scenario 2, 125 incidents have been processed and closed by DND on time resulting in a score of 83% and no incentive nor credit is being applied (neutral case). In scenario 3, only 115 incidents have been processed and closed by DND on time resulting in a score of 77% and the credit being applied.				
Scenario	Incident Reports	Processed & Closed by DND on time	Score	Eligible for incentive/Credit
1	150	140	0.93	Incentive
2	150	125	0.83	Neither
3	150	115	0.77	Credit

f. **Problem Resolution Index.** The Problem Resolution Index (PRI) is a measure of the System maturity for Configuration Items that are mature and available to the user community for validation and use. A problem is deemed valid, for PRI calculation, if its resolution is the responsibility of a single OEM. A problem is deemed resolved when it reaches the OEM verification stage and is as agreed to by DND, meaning it is ready for OEM verification testing[1]. In order to obtain the incentive detailed in 2.4.1, the annual

[1] A problem may be in OEM resolution for an extended period awaiting resolution of a separate blocking problem assigned to another OEM. For the purpose of KPI measurement a problem in OEM verification stage even if blocked is deemed resolved for the PRI calculation.

PRI must be above 0.90 for the contract year. If the annual CPI is below 0.80, the credit detailed in 2.4.2 will be applied. The PRI is measured by dividing the number of closed problems during the contract year by the number of new problems identified during the contract year by priority and then adding the result by priority based on a weight of 3 for priority 1, 2 for priority 2 and 1 for priority 3 on an annual basis and then dividing the total by 6. A positive offset of 1 is applied to the number of problem report open or closed to avoid the numerator or denumerator to be 0 (PRI= (3*(Pri 1 closed+1)/(Pri 1 Open+1) + 2*(Pri 2 closed+1)/(Pri 2 Open+1) + 1*(Pri 3 closed+1)/ (Pri 3 Open+1))/6). The calculation will include all problem reports identified in the contract year. The final scores will be rounded to two decimal points.

Example of Incident Management Calculation:							
Scenario	PRI	Weight (A)	Closed PRIs (B)	Opened PRIs (C)	Score (A*B/C)	Sum of Scores for Pri 1, 2 & 3 / 6	Eligible for incentive/Credit
1	1	3	10	14	2.14	0.79	Credit
	2	2	30	35	1.71		
	3	1	50	55	0.91		
2	1	3	10	11	2.72	0.88	Neither
	2	2	30	35	1.71		
	3	1	50	60	0.83		
3	1	3	10	10	3	1	Incentive
	2	2	30	30	2		
	3	1	50	50	1		

2.5 Task Authorizations

Payment for Task Costs will be made in accordance with Progress Payment provisions of the Contract. Canada will make monthly payments for Task Costs as follows:

a. Labour charges for authorized Work pursuant to the Contract must be based on Firm Fixed Hourly Labour Rates, for the Contractor and their Team Members, as indicated in Table 2 below, Goods and Services Tax or Harmonized Sales Tax extra as applicable.

b. Mark-up charges for authorized acquisition of hardware, system equipment and software (HW/SE/SW), the Contractor will be paid for its cost reasonably and properly incurred in the performance of the Work, plus a mark-up, in accordance with the Basis of Payment, Table 3, applicable taxes are extra.

c. For authorized services of individuals with Specialized Knowledge (SK) & sub-contracted services other than Team Members, the Contractor will be paid for its cost reasonably and properly incurred in the performance of the Work, plus a mark-up, in accordance with the Basis of Payment, Table 4, applicable taxes are extra.

d. The Contractor will be paid its authorized travel and living expenses, reasonably and properly incurred in the performance of the Work, at cost, without any allowance for overhead or profit, in accordance with the meal, private vehicle and incidental allowances specified in Appendices B, C and D of the National Joint Council Travel Directive (https://www.njc-cnm.gc.ca/directive/d10/en) and with the other provisions of the directive referring to "travelers", rather than those referring to "employees". All travel must have prior authorization of the Technical Authority.

Table 2 – Firm Fixed Hourly Labour Rates

Personnel Rate Category	Contract Firm Fixed Hourly Labour Rate				
	Year 1	Year 2	Year 3	Year 4	Year 5
Sr. Software Project Manager	$	$	$	$	$
Int. Software Project Manager	$	$	$	$	$
Jr. Software Project Manager	$	$	$	$	$
Sr. Software Systems Architect	$	$	$	$	$
Int. Software Systems Architect	$	$	$	$	$
Sr. Software Systems Engineer	$	$	$	$	$
Int. Software Systems Engineer	$	$	$	$	$
Jr. Software Systems Engineer	$	$	$	$	$
Sr. Software Systems Specialist	$	$	$	$	$
Int. Software Systems Specialist	$	$	$	$	$
Jr. Software Systems Specialist	$	$	$	$	$
Sr. Software Systems Requirements Analyst	$	$	$	$	$
Int. Software Systems Requirements Analyst	$	$	$	$	$
Sr. Software Tester	$	$	$	$	$
Int. Software Tester	$	$	$	$	$
Jr. Software Tester	$	$	$	$	$
Sr. Software Developer	$	$	$	$	$
Int. Software Developer	$	$	$	$	$
Jr. Software Developer	$	$	$	$	$
Sr. Network Administrator	$	$	$	$	$
Jr. Network Administrator	$	$	$	$	$
Sr. Technical Writer	$	$	$	$	$
Jr. Technical Writer	$	$	$	$	$

Sr. Training Developer	$	$	$	$	$
Jr. Training Developer	$	$	$	$	$
Sr. Field Service Representative	$	$	$	$	$

Table 3 – Acquisition of Hardware, System Equipment and Software Mark-up

Activity	Percentage Mark-up Year 1	Percentage Mark-up Year 2	Percentage Mark-up Year 3	Percentage Mark-up Year 4	Percentage Mark-up Year 5
Acquisition of hardware, system equipment and software (HW/SE/SW)	%	%	%	%	%

Table 4 – Specialized Knowledge (SK) and Sub-contracted Services Mark-up

Activity	Percentage Mark-up Year 1	Percentage Mark-up Year 2	Percentage Mark-up Year 3	Percentage Mark-up Year 4	Percentage Mark-up Year 5
Acquisition of SK & Sub-Contractors	%	%	%	%	%

2.5.1 Pricing Options

a. Firm Price: For Task Authorizations, the Contractor must submit a "Firm Price" excluding travel and living expenses to the PA when the scope of Work is clearly understood by both parties and no changes are anticipated in the scope of the Work. Where a firm price has been established, the Contractor will be obliged to complete the Work for the specified firm price. The Contractor will be paid its authorized travel and living expenses, reasonably and properly incurred in the performance of the Work, at cost, without any allowance for overhead or profit, in accordance with the meal, private vehicle and incidental allowances specified in Appendices B, C and D of the National Joint Council Travel Directive (https://www.njc-cnm.gc.ca/directive/d10/en) and with the other provisions of the directive referring to "travelers", rather than those referring to "employees".

b. Ceiling Price: Task Authorizations, the Contractor may submit a "Ceiling Price" quote excluding travel and living expenses to the PA when the scope of the Work cannot be clearly defined. The term Ceiling Price is the maximum price that is to be paid to the Contractor and beyond which the Contractor will not receive additional compensation for the defined Work and in return for which the Contractor is obligated to complete the Work. No additional funds will be made available. When the "Ceiling Price" approach is used both parties agree prior to the Work authorization that the price is subject to downward revision on completion of the task, based on the actual cost and verification of the actuals. The Contractor will be paid its authorized travel and living expenses, reasonably and properly incurred in the performance of the Work, at cost, without any allowance for overhead or profit, in accordance with the meal, private vehicle and incidental allowances specified in Appendices B, C and D of the National Joint Council

Travel Directive (https://www.njc-cnm.gc.ca/directive/d10/en) and with the other provisions of the directive referring to "travelers", rather than those referring to "employees".

c. Limitation of Expenditure Price: When it is not possible for the Contractor to submit a "Firm Price" or a "Ceiling Price" as described above, the Contractor may submit a "Limitation of Expenditure" quote. The Contractor will be paid its authorized travel and living expenses, reasonably and properly incurred in the performance of the Work, at cost, without any allowance for overhead or profit, in accordance with the meal, private vehicle and incidental allowances specified in Appendices B, C and D of the National Joint Council Travel Directive (https://www.njc-cnm.gc.ca/directive/d10/en) and with the other provisions of the directive referring to "travelers", rather than those referring to "employees".

d. The "Firm Price", "Ceiling Price" and/or the "Limitation of Expenditure" quote must be based on the rates in Canadian Funds. All proposed prices and cost estimates must be supported by a detailed cost breakdown.

e. All amounts charged on a "Ceiling price" or "Limitation of Expenditure" basis must be subject to Government audit before or after payment of an invoice.

f. When identified by DND, additional performance based methods including incentives may be applied directly to a DND 626 Task Authorization. This will be identified to the Contractor when the SOW is provided.

2.5.2 Task Subject to Limitation of Expenditure

For a task which is subject to a "Limitation of Expenditure" the Contractor must:

a. monitor the cost of Work and advise the PA and the CA when 75% of the funds authorized for each task have been expended, and provide an estimate with backup support indicating if the remaining 25% will be sufficient to cover the balance of the Work forecasted for the task;

b. if at any time during the Work it becomes evident to the Contractor that the authorized level of expenditure will be exceeded, the Contractor must immediately submit a written request for a Task Authorization Amendment in accordance with the Contract sub-article entitled "Tasking Authorization";

c. when expenditures reach the authorized level of the DND 626, the Contractor must stop Work, notify the PA and await further written instructions from the PA and/or CA. Under no circumstances must the authorized level of the DND 626 be exceeded without prior written approval by the PA and/or CA; and

d. the Contractor must not be obliged to perform any Work or provide any services that would cause the total liability of Canada to be exceeded without the prior written approval of the PA and/or CA in accordance with the Contract article entitled "Task authorization limit".

2.5.3 Task Completion/Closure Procedures

The Contractor must monitor all tasks issued under the Contract. If at any time the Contractor believes that a specific task has been completed or has been inactive for a period of at least one (1) month, the Contractor must proceed as follows to request closure:

a. The Contractor must determine the final costs to Canada, itemized as necessary for each individual task being considered for closure.

b. The Contractor must submit a letter to the PA (one copy each to Technical Authority and CA) requesting closure of the task with reference to reports or letters concerning the task as applicable.

c. In cases where authorized funds were not all expended to complete specific tasks, these funds are considered returned to the Contract funding baseline for re-issuance/re-distribution as necessary.

2.5.4 Canada's Obligation – Portion of the Work – Task Authorizations

Canada's obligation with respect to the portion of the Work under the Contract that is performed through Task Authorizations is limited to the total amount of the actual authorized tasks performed by the Contractor.

Canada reserves the right, at any time, to acquire the requested Work by other means including by selecting other suppliers. For example, Canada may decide to acquire the requested Work by other means when the Contractor provides a written proposal that has been rejected by Canada.