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PART 1 - GENERAL INFORMATION

1.1 Introduction

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

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

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

1.2 Summary

- 1.2.1 This bid solicitation is issued to engage and secure access to firm(s), or consortium(s), who are experienced and capable of providing SSC with IT Talent Recruitment Drive/Search assistance on a national and, potentially, international basis.

It is intended to result in the award of one (1) contract for one (1) year, plus two (2) additional one (1) year irrevocable options allowing Canada to extend the term of the contract.
- 1.2.2 There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the [Contract Security Program](http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.
- 1.2.3 The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), and the Canadian Free Trade Agreement (CFTA).
- 1.2.4 This bid solicitation is to establish a contract with task authorizations for the delivery of the requirement detailed in the bid solicitation to the Identified Users across Canada, excluding locations within Yukon, Northwest Territories, Nunavut, Quebec, and Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirement for deliveries within CLCAs



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

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

1.3 Debriefings

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



PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

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

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

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

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

Delete: 60 days
Insert: 120 days

2.2 Submission of Bids

- i. Bids must be received by the Contracting Authority by the date, time and place indicated on page 1 of the bid solicitation.
- ii. If your bid is transmitted by electronic mail, Canada will not be responsible for late bids received at destination after the closing date and time, even if it was submitted before.
- iii. Due to the nature of the bid solicitation, bids transmitted by facsimile to SSC will not be accepted.

2.3 Former Public Servant

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

Definitions

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

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



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

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

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

Former Public Servant in Receipt of a Pension

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

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

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

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

Work Force Adjustment Directive

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

If so, the Bidder must provide the following information:

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

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

2.4 Enquiries - Bid Solicitation

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



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

2.5 Applicable Laws

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

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

2.6 Improvement of Requirement During Solicitation Period

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



PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

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

Section I: Technical Bid

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

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

Section II: Financial Bid

- i. Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.
- ii. Bidders must submit their financial bid in accordance with the pricing table detailed in Annex "B" Basis of Payment. The total amount of Applicable Taxes must be shown separately.
- iii. Bidders must submit their rates FOB destination; Canadian customs duties and excisetaxes included, as applicable; and Applicable Taxes excluded.

Section III: Certifications

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



PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

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

4.2 Technical Evaluation

It is the responsibility of the Bidder responding to this solicitation to ensure the completeness, clarity, specificity and detail for the SSC team to evaluate the Bidder's proposal on the basis of the criteria contained herein.

- Each technical criterion should be addressed separately and fully, not by reference to a generic synopsis of work performed by the Bidder or by virtue of work cited in a generic CV of a proposed resource for the requirement.
- Any point-rated technical criterion not addressed will be given a score of zero
- SSC reserves the right to contact any or all clients referenced to validate information.

Mandatory Technical Criteria	Required supporting information
<p>M1. The Bidder must have a minimum of 5 years of experience delivering a quality level product of Building Workplace trust to executives, managers and general employees.</p>	<p>In order to demonstrate the criteria, the Bidder's proposal must include the following information:</p> <ul style="list-style-type: none"> • PBN# of company • The bidder's public course schedule for 2015, 2016, 2017 and 2018 (provide a link to or brochure of public course schedule for verification)
<p>M2. The Bidder must have provided courses at least five times in the last 3 years, of which two concerned Building Workplace Trust.</p>	<p>In order to demonstrate the criteria, the Bidder's proposal must include the following information:</p> <ul style="list-style-type: none"> • The description of the training provided both publicly and privately in 2015, 2016, 2017 and 2018. • The name of three client organization(s), including course name and course date to whom the Building Workplace Trust training was privately rendered in 2015, 2016, 2017 or 2018.
<p>M3. The Bidder MUST provide certification that their company is a Building Workplace Trust authorized trainer under the accreditation of a company authoring the content, and provide the instructor's certifications and accreditations. The term instructor refers to individuals hired by the bidder to provide training on behalf of the bidder.</p>	<p>In order to demonstrate the criteria, the Bidder's proposal must include the following information:</p> <ul style="list-style-type: none"> • Copy of certificate that the bidder is accredited to deliver the specified courses; • Copies of instructor's certificates and accreditations.
<p>M4. The Bidder must provide the CV's of two (2) instructors who the Bidder intends to use to deliver the training.</p> <p>M4.1 Each CV must demonstrate at least two (5) years' experience teaching in the field of Building Workplace Trust and successful delivery of at least five (5) Building Workplace Trust courses to private or public organizations.</p> <p>M4.2 At least one instructor must have the capability of delivering the courses in English and in French.</p> <p>M4.3 Each proposed instructor must be certified as part of the authoring company.</p>	<p>The term instructor refers to individuals hired by the bidder to provide training on behalf of the bidder.</p> <p>Only 2 CVs will be accepted for evaluation purposes. All information must be in the CV's.</p>



Rated Evaluation Criteria	Points	Referenced Section/Page in Bidder's Proposal
<p>R1. The bidder should demonstrate number of years providing training on building workplace trust:</p> <p>1 year = 2 points 2 years = 4 points 3 years = 6 points 4+ years = 10 points</p>		
<p>R2. The CV's provided in M4 should describe all Academic and/or Professional qualifications attained by each of the two proposed instructors in the field of leadership and/or management training.</p>		
<p>R3. Each proposed instructor will be awarded points for education:</p> <p>Master's or PhD = 4 points Bachelor's Degree = 3 points College Diploma = 2 points</p> <p>Maximum points per instructor = 4 points</p>		
<p>R4. Each proposed instructor should have training experience in Building Workplace Trust in the past 5 years.</p> <p>6 courses = 1 point 7 courses = 2 points 8 courses = 3 points 9 courses = 4 points 10+ courses = 5 points</p> <p>Maximum per instructor = 5 points</p>		
<p>R5. Each proposed instructor should have training experience in Building Workplace Trust in the past 5 years to executives and managers.</p> <p>6 courses = 1 point 7 courses = 2 points 8 courses = 3 points 9 courses = 4 points 10+ courses = 5 points</p> <p>Maximum per instructor = 5 points</p>		
<p>R6. Each proposed instructor should be bilingual and able to instruct in a bilingual environment.</p> <p>2 bilingual instructors = 10 points</p>		
<p>TOTAL MAXIMUM POINTS = 27</p>		

4.3 Financial Evaluation

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

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



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

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

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

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

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

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

Table 1 – Points Assignment

	Initial Period	Option Period 1	Option Period 2
Training for Senior Leaders	10	10	10
Training for Executives and Managers	10	10	10
Train the Trainer Session	10	10	10
Employee Training	10	10	10

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

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

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

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

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

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

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

4.4 Basis of Selection

To be declared responsive, a bid must:



- a. comply with all the requirements of the bid solicitation; and
- b. meet all mandatory criteria; and
- c. obtain the required minimum of for the technical evaluation criteria.

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

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

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

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

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

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

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 70/30 ratio of technical merit and price, respectively. The total available points equals 135 and the lowest evaluated price is \$450 (45).

Basis of Selection - Highest Combined Rating Technical Merit (70%) and Price (30%)				
		Bidder 1	Bidder 2	Bidder 3
Overall Technical Score		115/135	89/135	92/135
Bid Evaluated Price		\$550.00	\$500.00	\$450.00
Calculations	Technical Merit Score	$115/135 \times 70 = 59.63$	$89/135 \times 70 = 46.15$	$92/135 \times 70 = 47.70$
	Pricing Score	$45/55 \times 30 = 24.55$	$45/50 \times 30 = 27.00$	$45/45 \times 30 = 30.00$
Combined Rating		84.18	73.15	77.70
Overall Rating		1st	3rd	2nd



ATTACHMENT 4 TO PART 4, Example of Financial Evaluation

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

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



PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

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

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

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

5.1 Certifications Precedent to Contract Award and Additional Information

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

5.1.1 Federal Contractors Program for Employment Equity - Bid Certification

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

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

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

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

5.1.2 Former Public Servant Certification

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

(b) For the purposes of this clause,

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



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

5.1.3 Code of Conduct and Certification

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

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



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

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

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



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

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

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

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

Complete both A and B.

A. Check only one of the following:

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

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

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

OR

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

B. Check only one of the following:

- B1. The Bidder is not a Joint Venture.

OR

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



Attachment 2 to Part 5, Code of Conduct and Certification

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



PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirements

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



PART 7 - RESULTING CONTRACT CLAUSES

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

7.1 Statement of Work

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

7.1.2 Task Authorization

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

7.1.2.1 Task Authorization Process

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

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

7.1.2.4 Minimum Work Guarantee - All the Work - Task Authorizations

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



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

7.1.2.5 Periodic Usage Reports - Contracts with Task Authorizations

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

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

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

The quarterly periods are defined as follows:

1st quarter: _____;

2nd quarter: _____;

3rd quarter: _____;

4th quarter: _____;

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

Reporting Requirement- Details

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

For each authorized task:

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

For all authorized tasks:

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



7.2 Standard Clauses and Conditions

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

7.2.1 General Conditions

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

7.2.2 Supplemental General Conditions

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

7.3 Security Requirements

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

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

7.4 Term of Contract

7.4.1 Period of the Contract

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

7.4.2 Option to Extend the Contract

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

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



7.5 Authorities

7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

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

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

7.5.2 Technical Authority

The Technical Authority for the Contract is:

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

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

7.5.3 Contractor's Representative

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

7.6 Proactive Disclosure of Contracts with Former Public Servants

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



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

7.7 Payment

7.7.1 Basis of Payment

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

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

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

7.7.2 Limitation of Expenditure - Cumulative Total of all Task Authorizations

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

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

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

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

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

7.8 Invoicing Instructions

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

Each invoice must be supported by:

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

Invoices must be distributed as follows:

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



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

7.9 Certifications and Additional Information

7.9.1 Compliance

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

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

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

7.10 Applicable Laws

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

7.11 Priority of Documents

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

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



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

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

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

7.14 Errors and Omissions Liability Insurance

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

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

The following endorsement must be included:

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



ANNEX “A”

STATEMENT OF WORK

1. Objective

To deliver an instructor-led, classroom-based training, **Building Workplace Trust Training**, geared towards all levels of the workforce and specific to their respective roles to foster positive workplace climate and culture and to increase collaboration and performance. The training will include materials, assessments, tools, methodologies, and other products to develop organizational-wide capability, build a high performing workforce that engages all levels of the organization to commit and apply the competencies to increase productivity through the building of trust organization-wide.

The training tool(s) and methodologies will:

- Position people in their respective roles (senior leaders, executives, managers and supervisors, employees, internal organizational development managers, trainers) to assess the impact of their behaviours related to trust as a pre-course assignment, to develop their competencies related to trust development based on a theoretical framework and provide training products that develop the skills and competencies during the training phases as well as the post-training phase (workplace implementation) to monitor their behaviour and assure they remain aligned within the changed behaviours as established during the classroom training;
- Support, engage and guide the workforce to achieve the benefits of exhibiting the behaviours that foster trust;
- Support Blueprint 2020's vision of a high performing Public Service that works respectfully, collaboratively and productively;
- Help improve workplace climate and culture that advances workplace well-being with increased adaptive capacity and resiliency within a constantly changing and complex environment;
- Foster and guide the workforce to apply the behavioural changes to successfully achieve the benefits of trust in an organization.

2. Background

In **December 2016**, Shared Services Canada conducted its first **Engagement and Wellbeing Pulse Check Survey** to identify the organizational factors that contribute to engagement and wellbeing at Shared Services Canada. Employees were invited to contribute their responses in the following domains: (1) Engagement; (2) Physical and Mental Health; (3) Confidence in Leadership; (4) Training and Development Opportunities; (5) Suitability of Employee at SSC; (6) Organizational Culture; (7) Prevention of Departure.

As a response strategy to the **Engagement and Wellbeing Pulse Check Survey**, a co-creation day was conducted in **June 2017** in which employees from across the country, which included senior leaders and employees in all levels as well as bargaining agents, participated. As part of an action plan that was developed stemming from the results of the event, an awareness training campaign was proposed as a short-term action to promote **trust** and leadership throughout the department.

Reference Documents

Link to information on Blueprint 2020: <https://www.canada.ca/content/dam/pco-bcp/documents/pdfs/clerk-greffier/24rpt-eng.pdf>

3. Requirements

The contractor must provide instructor(s) to deliver **Building Workplace Trust** courses, in English and in French for federal public servants, including organizational development practitioners, senior leaders, executives, managers and supervisors, front line employees, and internal facilitators/trainers.

The contractor must provide material, tools, assessments, and methodologies, customizable exercises, simulations, and role-specific training focused on theories that support the building of trust in the workplace as well as any learning tools to continuously guide employees to apply the positive behaviours



(learned during the training phases) that foster trust in an organization. All materials must be based on empirical research and on the people component of building trust in the workplace.

The **Building Workplace Trust Training** will comprise the:

- Assessment that will equip senior leaders to leverage strengths and target weaknesses in their interpersonal relationship, especially as a leadership team.
- Assessments that will measure the trust quotient in leadership, team and organizations as a baseline.
- Identification of trust gaps that impact an individual's personal credibility, their team's credibility, and organization's credibility and the impact on the overall society.
- Impact of lack of trust impacting their projects, initiatives, organization and overall society.
- Mindsets, skillsets, and toolsets that will measurably increase an employee's ability to deliver results in a way that inspires trust.
- Integration and understanding of behaviours that are foundational to high-trust cultures.
- Practice of key conversations/communications to building trust and how to lead conversations to repair trust when it is lost.
- Development of skill set for cross-team collaboration, and to extend trust in initiatives that require risk(s).
- Development of a process that helps employees create a committed, high performing team that is accountable for results.
- Development of action plans to increase personal and team credibility, increase trust in relationships, and their contribution to the organization and the overall society.
- Application of behaviours that are aligned with building trust to sustain the learning acquired during the training phases into the workplace environment through a system or process that increases accountability.
- Simulations or case scenarios that help participants to discover the benefits of trust and their associated behaviours to improve performance.

4. Training Delivery

The contractor must provide the following commercially available **Building Workplace Trust Training** as and when required.

4.1. Training for Senior Leaders

Training for senior leaders on their role in building workplace trust and to increase trust as a leadership team to increase organizational trust. The objective of the training is to:

- Surface the negative behaviours in the leadership team that inhibit trust and to focus on behaviours that foster trust in the team.
- Understand their role and their behavioural contribution in building organizational trust;
- Present theoretical frameworks and tool sets to develop personal, team and organizational credibility that foster trust.
- Experiment on techniques that apply behaviours that foster trust.
- Create action plans that close trust gaps (personal, team and organizational)
- Develop an operational agreement with the leadership team to support the implementation of the positive behaviours.

Number of days: 5 sessions of one full-day in classroom based environment

Number of participants: 100 participants.

4.2. Training for Executives and Managers

Training for executives and managers on their role in building workplace trust. The intent of this delivery is to offer it as a pilot to segment of the population at Shared Services Canada in order to determine its pertinence across the organization.

The objective of the training is to:



- Identify the negative behaviours that tax trust and identify the positive behaviours that foster trust in an organization.
- Understand their role and their behavioural contribution in building trust in the organization;
- Present theoretical frameworks and tool sets to develop personal, team and organizational credibility that foster trust.
- Experiment on techniques that apply behaviours that foster trust.
- Create action plans that close trust gaps (personal, team and organizational)

Number of days: 2 full-day in classroom based environment

Number of participants: 24 maximum.

4.3. Train the Trainer Session

Training and certification of **Building Workplace Trust** training to develop organizational development practitioners and equip them to perform the functions of a facilitator of building trust in the workplace. Individuals identified by the department as organizational developers will be certified in this certification.

The objective of this training is to enable participants to:

- Acquire concepts related to building workplace trust based on empirical evidence;
- Conduct and utilize workplace trust assessments, tools and any other assessments, and methodologies related to building trust through building a high performing culture lens;
- Apply tools and debrief employees to inform them of their trust gaps
- Acquire the knowledge, tools, and materials to develop and implement behaviours that foster trust in the workplace.
- Support the organization in advancing trust in the workplace through post-implementation plans.
- Effectively perform the role of organizational development consultant related to building trust in the workplace related to theoretical frameworks, theories provided through the empirical content.
- Deliver the learning packages offered for (1) executives and managers; and (2) all employees (3) any simulations offered through the packages with supporting aids.

Number of days: 3-5 days in a classroom or virtually based environment

Number of participants per session: 3-6 maximum

The following tools must be provided for the **Building Workplace Trust Certification** training:

- a) Evaluation(s), assessments, and/or diagnostic tool(s) to assess leadership trust that impacts team, organizational and societal results;
- b) Templates to support action plans and any tools presented to be completed by participants or their team members;
- c) Presentations to provide access to structured material with relevant contents presented in a systematic and well planned manner for typical outreach activities, including but not limited to;
 - Providing background information related to the theoretical models, research, mindsets, roles, behaviours, competencies to be exhibited by managers, teams and organizations
 - Providing the learning objectives and the sequential activities that achieve of the learning objectives as well as experiential strategies that support the learning objectives
 - Participant manuals/kits that support the learner to achieve the learning objectives that contain content of theory, description of activities and any templates to support employees during the classroom activities or post-classroom activities.
 - Presentations to be provided to the trainer and its participants during classroom deliveries on the content delivered

The contractor must provide a high-quality available training session to certify 3-6 departmental facilitators to roll out the commercially available product organizationally-wide.

4.4. Employee Training

Training package to be delivered by the certified trainers for front-line employees to build engagement and help employees to develop their competency in using a trust framework, language and behaviours that lead to high trust teams and organizations. The objective of this training is for individuals to identify and address “trust gaps” in their personal creditability and relationships at work. Using real work situations,



participants should:

- Practice the behaviours to foster trust to develop, restore and extend trust;
- Practice communicating transparently, directly and respectfully;
- Identify how to extend appropriate levels of trust with team members;
- Create an action plan to increase personal credibility and influence.
- Develop a mechanism of post-training session in which participants monitor their behaviours in order to stay on track.

Number of days: 1 full-day in classroom based environment or delivered virtually

5. Simulation

The simulation will provide the learners with the opportunity to experience a scenario to learn the value of the critical behaviours that promote trust.

The simulation package should provide a script to set the simulation, a guide book for the game and the debrief component, a visual presentation that guides the participants and facilitator throughout the simulation and debrief.

Number of hours for the simulation: a half a day with an established guided debrief

6. Facilitation

To provide certified facilitators who have the experience and capability to train and facilitate the Building Workplace Trust products (as noted above) to be delivered to employees, managers, executives, senior leaders and organizational development consultants.

7. Official Languages

The learning product must be offered in the Official Languages of Canada (French and English).



ANNEX "B"

BASIS OF PAYMENT

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

Initial Contract Period: 1 year

Training Session	Cost (CAD, tax extra)
Training for Senior Leaders	\$
Training for Executives and Managers	\$
Train the Trainer Session	\$
Employee Training	\$

Option Period: Year 1

Training Session	Cost (CAD, tax extra)
Training for Senior Leaders	\$
Training for Executives and Managers	\$
Train the Trainer Session	\$
Employee Training	\$

Period: Year 2

Training Session	Cost (CAD, tax extra)
Training for Senior Leaders	\$
Training for Executives and Managers	\$
Train the Trainer Session	\$
Employee Training	\$



ANNEX "C"

SECURITY REQUIREMENTS CHECK LIST



Government of Canada
Gouvernement du Canada

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

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

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



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Unclassified

PART A (continued) / PARTIE A (suite)

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

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

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

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

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

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

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

PRODUCTION

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

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

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

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

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

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

SUMMARY CHART / TABLEAU RÉCAPITULATIF

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

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

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

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

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



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Unclassified

PART D - AUTHORIZATION / PARTIE D - AUTORISATION

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

Name (print) - Nom (en lettres moulées) Rose Kattackal		Title - Titre DG HRW	Signature
Telephone No. - N° de téléphone 819-956-7101	Facsimile No. - N° de télécopieur 819-956-7020	E-mail address - Adresse courriel rose.kattackal@canada.ca	Date 23 Oct 2017

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

Name (print) - Nom (en lettres moulées) Marc Primeau		Title - Titre Departmental Security Officer	Signature
Telephone No. - N° de téléphone 613-854-9119	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel marc.primeau@canada.ca	Date

15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached?
Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes? No / Non Yes / Oui

16. Procurement Officer / Agent d'approvisionnement

Name (print) - Nom (en lettres moulées)		Title - Titre	Signature
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

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

Name (print) - Nom (en lettres moulées)		Title - Titre	Signature
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date



ANNEX "D"

TASK AUTHORIZATION FORM

		Task Authorization Autorisations des tâches				Page 1 of		
To - À:		PST Exempt No. - No. d'exemption de la TVP As per Contract Selon le contrat		Contract - Personne ressource		Tel. No. - No. du tél.	Fax. No. - No. de télécop.	Order No. No. de la commande
		Contract number / Numéro du contrat						Order date Date de la commande
Vendor No. No. fournisseur	Contact Name - Nom du contact	Acc. No. - No. comp.	Tel. No. - No. du tél.	Fax. No. - No. de télécop.			Date required Demandé pour le	
Item No. No. de l'art.	Item Description Description de l'article			U of I U de D	Quantity Quantité	Unit Price Prix unitaire	Disc Esc.	Ext. Price Prix calculé
Delivery Address - Adresse de livraison SSC Procurement/SPC Approvision. Shared Services Canada Airport Parkway Data Centre Ontario Region 700 Montreal Road, Bldg C, 8th floor Ottawa ON K1A 0P7		Invoicing Address - Adresse de facturation SSC Accts Payable/SPC Cptes Pay. Shared Services Canada Airport Parkway Data Centre Ontario Region 700 Montreal Road, Bldg C Ottawa ON K1A 0P7		FOB - FAB		Amount - Montant / CAD		
				Terms of payment - Modalités de paiement Net 30		T. taxes - T. taxes / CAD		
				Start - Début	End - Fin	T. Amount - Montant T. / CAD		
Special Instructions - Instructions spéciales Security: This task authorization includes security provisions. If yes, an SRCL shall accompany all PWGSC documents. Sécurité: Cette autorisation des tâches comprend des exigences en matière de sécurité. Si oui, on doit joindre une LVERS à toutes les commandes du TPSGC. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				Pursuant to subsection 32(1) of the Financial Administration Act, funds are available. En vertu du paragraphe 32(1) de la Loi sur le gestion des finances publiques, des fonds sont disponibles. IN ACCORDANCE WITH IAD 17-1310-03		Signature(Mandatory - Obligatoire) _____ Date _____		
The order number must appear on Invoices, billing lists, packing lists, correspondence and outside containers. Le numéro de la demande doit être indiqué sur les factures, les connaissements, les listes d'emballage, la correspondance et à l'extérieur des contenants.						Signature(Mandatory - Obligatoire) _____ Date _____		
Please note additional instructions attached if applicable. Veuillez consulter les instructions supplémentaires s'il y a lieu.						Contractor _____ Entrepreneur Signature(Mandatory - Obligatoire) _____ Date _____		





ANNEX "E"

TASK AUTHORIZATION PROCEDURES

1. TA Request

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

2. TA Quotation

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

3. TA Acceptance

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