



**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**

**REQUEST FOR PROPOSAL  
DEMANDE DE PROPOSITION**

**Proposal To: Public Works and Government  
Services Canada**

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out therefor.

**Proposition aux: Travaux Publics et Services  
Gouvernementaux Canada**

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexée, au(x) prix indiqué(s).

**Comments - Commentaires**

**Vendor/Firm Name and Address**

**Raison sociale et adresse du**

**fournisseur/de l'entrepreneur**

**Issuing Office - Bureau de distribution**

Informatics Professional Services - EL Division/Services  
professionnels en informatique - division EL

Terrasses de la Chaudière 4th Floor

10 Wellington Street

Gatineau

Québec

K1A 0S5

|   |   |
|---|---|
| <b>Title - Sujet</b><br>Informatics professional services   |   |
| <b>Solicitation No. - N° de l'invitation</b><br>47419-192246/A  | <b>Date</b><br>2018-11-23   |
| <b>Client Reference No. - N° de référence du client</b><br>47419-192246   |   |
| <b>GETS Reference No. - N° de référence de SEAG</b><br>PW-\$\$EL-632-34184  |   |
| <b>File No. - N° de dossier</b><br>632el.47419-192246   | <b>CCC No./N° CCC - FMS No./N° VME</b>                                    |
| <b>Solicitation Closes - L'invitation prend fin</b><br><b>at - à 02:00 PM</b><br><b>on - le 2018-12-21</b>  | <b>Time Zone</b><br><b>Fuseau horaire</b><br>Eastern Standard Time<br>EST |
| <b>F.O.B. - F.A.B.</b><br><b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>  |   |
| <b>Address Enquiries to: - Adresser toutes questions à:</b><br>Lapalme, Francis   | <b>Buyer Id - Id de l'acheteur</b><br>632el                               |
| <b>Telephone No. - N° de téléphone</b><br>(613) 858-9912 ( )  | <b>FAX No. - N° de FAX</b><br>( ) -                                       |
| <b>Destination - of Goods, Services, and Construction:</b><br><b>Destination - des biens, services et construction:</b><br>CANADA BORDER SERVICES AGENCY<br>NC Region<br>Ottawa<br>Ontario<br>K1A 0L5<br>Canada |   |

**Instructions: See Herein**

**Instructions: Voir aux présentes**

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

**BID SOLICITATION**

**FOR CONTRACTS AGAINST A SUPPLY ARRANGEMENT**

**FOR TASK- BASED INFORMATICS PROFESSIONAL SERVICES  
(TBIPS)**

**FOR**

**VARIOUS INFORMATICS PROFESSIONAL RESOURCE CATEGORIES  
(SEE HEREIN)**

**REQUESTED BY**

**THE CANADA BORDER SERVICES AGENCY (CBSA)**

***THIS DOCUMENT CONTAINS SECURITY REQUIREMENTS***

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**List of Annexes to the Resulting Contract:**

Annex A - Statement of Work

Appendix A to Annex A - Tasking Assessment Procedure

Appendix B to Annex A - Task Authorization (TA) Form

Appendix C to Annex A - Resources Assessment Criteria and Response Table

Appendix D to Annex A - Certifications at the TA stage

Annex B – Basis of Payment

Annex C - Security Requirements Check List

**List of Attachments to Part 3 (Bid Preparation Instructions):**

- Attachment “1”: Bid Submission Form
- Attachment “2”: Bid Evaluation Criteria – Mandatory Requirements
- Attachment “3”: Bid Evaluation Criteria – Rated Requirements
- Attachment “4”: Pricing Schedule
- Attachment “5”: Electronic Payment Instruments

**List of Attachment to Part 5 (Certifications):**

- Attachment “6”: Federal Contractors Program for Employment Equity – Certification

## PART 1 - GENERAL INFORMATION

### 1.1 Introduction

This document states terms and conditions that apply to this bid solicitation. It 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, if applicable, 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 and the Security Requirements Checklist.

### 1.2 Summary

- (a) This bid solicitation is being issued to satisfy the requirement of the Canada Border Services Agency (CBSA) (the "**Client**") for Task-Based Informatics Professional Services (TBIPS) under the TBIPS Supply Arrangement (SA) method of supply.
- (b) It is intended to result in the award of two contracts, each for two years plus three one-year irrevocable options allowing Canada to extend the term of the contracts.
- (c) *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 of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.*
- (d) 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-Chile Free Trade Agreement (CCFTA), the Canada-Peru Free Trade Agreement (CPFTA), the Canada-Colombia Free Trade Agreement (CColFTA), the Canada-Panama Free Trade Agreement (CPanFTA), the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), and the Canadian Free Trade Agreement (CFTA).
- (e) The Federal Contractor's Program (FCP) for employment equity applies to this procurement; see Part 5 – Certifications and Additional Information, Part 7 – Resulting Contract Clauses and the attachment titled "Federal Contractors Program for Employment Equity – Certification."
- (f) This bid solicitation allows bidders to use the epost Connect service provided by Canada Post Corporation to transmit their bid electronically. Bidders must refer to Part 2 entitled "Bidder

Instructions, and Part 3 entitled "Bid Preparation Instructions", of the bid solicitation, for further information.

- (g) Only TBIPS SA Holders currently holding a TBIPS SA for Tier 2, for all resource categories listed in (i) below and in the National Capital Region under the EN578-170432 series of SAs are eligible to compete. The TBIPS SA EN578-170432 is incorporated by reference and forms part of this bid solicitation, as though expressly set out in it, subject to any express terms and conditions contained in this bid solicitation. The capitalized terms not defined in this bid solicitation have the meaning given to them in the TBIPS SA.
- (h) SA Holders that are invited to compete as a joint venture must submit a bid as that joint venture SA Holder, forming no other joint venture to bid. Any joint venture must be already qualified under the SA #EN578-170432 as that joint venture at the time of bid closing in order to submit a bid.
- (i) The Resource Categories described below are required on an as and when requested basis in accordance with the TBIPS SA Annex "A":

| RESOURCE CATEGORY                 | LEVEL OF EXPERTISE | ESTIMATED NUMBER OF RESOURCES REQUIRED |
|-----------------------------------|--------------------|--|
| Project Manager                   | LEVEL 3            | 1                                      |
| Application/Software Architect    | LEVEL 3            | 2                                      |
| Business Architect                | LEVEL 3            | 3                                      |
| Business Consultant               | LEVEL 3            | 1                                      |
| Business Transformation Architect | LEVEL 3            | 2                                      |
| Project Executive                 | LEVEL 3            | 1                                      |
| Business Analyst                  | LEVEL 1            | 1                                      |
| Business Analyst                  | LEVEL 2            | 1                                      |
| Business Analyst                  | LEVEL 3            | 1                                      |
| Business System Analyst           | LEVEL 2            | 1                                      |
| Business System Analyst           | LEVEL 3            | 3                                      |
| Change Management Consultant      | LEVEL 3            | 1                                      |
| Tester                            | LEVEL 2            | 1                                      |
| Tester                            | LEVEL 3            | 1                                      |

### 1.3 Phased Bid Compliance Process

The Phased Bid Compliance Process applies to this requirement.

#### 1.4 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 provided in writing, by telephone or in person.

#### 1.5 Conflict of Interest

- (a) Bidders are advised to refer to Conflict of Interest provisions at Article 18 of SACC 2003, Standard Instructions – Goods or Services – Competitive Requirements (dated 2018-05-22) and Conflict of Interest provisions of SACC 2035, General Condition – Higher Complexity – Services (dated 2018-06-21) available on the Public Works and Government Services Canada (PWGSC) Website.
- (b) Bidders are advised that Canada will not accept a bid from the following resource and private sector contractor as they have provided assistance and services in preparing strategies and documentation related to this procurement process. In addition, Bidders are advised that a bid will be rejected if any of the resources or private sector contractors listed below was involved in any manner in the preparation of its bid.

| RESOURCE NAME | CONTRACTOR        |
|---------------|-------------------|
| Houle, Marion | S.i. Systems Ltd. |

## PART 2 - BIDDER INSTRUCTIONS

### 2.1 Standard Instructions, Clauses and Conditions

- (a) 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>) issued by Public Works and Government Services Canada.
- (b) 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(s).
- (c) The 2003 (2018-05-22) Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the bid solicitation. If there is a conflict between the provisions of 2003 and this document, this document prevails.
- (d) Subsection 3.a. of Section 01, Integrity provisions - bid of Standard Instructions 2003 incorporated by reference above is deleted in its entirety and replaced with the following:
  - a. at the time of submitting an arrangement under the Request for Supply Arrangement (RFS), the Bidder has already provided a list of names, as requested under the *Ineligibility and Suspension Policy*. During this procurement process, the Bidder must immediately inform Canada in writing of any changes affecting the list of names.
- (e) Subsection 4 of Section 05, Submission of bids of Standard Instructions 2003 incorporated by reference above, is amended as follows:

Delete: 60 days

Insert: 180 days
- (f) Subsection 1 of Section 08, Transmission by facsimile or by epost Connect of Standard Instructions 2003 incorporated by reference above, is deleted and replaced by the following:
  - 1. Facsimile

Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail to PWGSC will not be accepted.

### 2.2 Submission of Bids

- (a) Bids must be submitted only to the Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and at the PWGSC address indicated on page one of the bid solicitation or through epost Connect if the Bidder chooses to use this service.
- (b) Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail to PWGSC will not be accepted.

### 2.3 Enquiries - Bid Solicitation

- (a) All enquiries must be submitted in writing to the Contracting Authority no later than five calendar days before the bid closing date. Enquiries received after that time may not be answered.
- (b) 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 with

copies to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

## 2.4 Former Public Servant

- (a) 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.

(b) **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:

- (i) an individual;
- (ii) an individual who has incorporated;
- (iii) a partnership made of former public servants; or
- (iv) 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.

(c) **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:

- (i) name of former public servant;
- (ii) 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](#).

(d) **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:

- (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;
- (vii) 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.

**2.5 Applicable Laws**

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

**Note to Bidders:** Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of its bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of its choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidder. Bidders are requested to indicate the Canadian province or territory they wish to apply to any resulting contract in their Bid Submission Form.

**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 reasons 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 in accordance with the article entitled "Enquiries - Bid Solicitation". Canada will have the right to accept or reject any or all suggestions.

## **2.7 Basis for Canada's Ownership of Intellectual Property**

The CBSA has determined that any intellectual property rights arising from the performance of the Work under any resulting contract will belong to Canada, on the following grounds:

- (i) National Security

## **2.8 Volumetric Data**

The estimated number of resources required per resource category has been provided to Bidders to assist them in preparing their bids. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future usage of the service identified in this bid solicitation will be consistent with this data. It is provided purely for information purposes.

## PART 3 - BID PREPARATION INSTRUCTIONS

### 3.1 Bid Preparation Instructions

#### (a) Epost Connect Bid Submission

- (i) If the Bidder chooses to submit its bid electronically, Canada requests that the Bidder submits its bid in accordance with section 08 of the 2003 Standard Instructions. Bidders are required to provide their bid in a single transmission. The epost Connect service has the capacity to receive multiple documents, up to 1GB per individual attachment.
- (ii) The bid must be gathered per section and separated as follows:
  - (A) Section I: Technical Bid
  - (B) Section II: Financial Bid
  - (C) Section III: Certifications

#### (b) Soft Copy Bid Submission (USB key)

- (i) If the Bidder chooses to submit its bid in soft copy via the PWGSC Bid Receiving Unit, Canada requests that the Bidder submits its bid in separate sections as follows:
  - (A) Section I: Technical Bid – One soft copy on a USB key
  - (B) Section II: Financial Bid – One soft copy on a USB key
  - (C) Section III: Certifications – One soft copy on a USB key
- (c) If the Bidder is simultaneously providing an epost Connect copy and soft copy of the bid and if there is a discrepancy between the wording of the epost Connect copy and soft copy, the wording of the epost Connect copy will have priority over the wording of the soft copy.
- (d) Canada is not requesting a hard copy of the bid. However, if the Bidder submits a hard copy of its bid, and if there is a discrepancy between the wording of the soft or epost Connect copy and the hard copy, the wording of the soft or epost Connect copy will have priority over the wording of the hard copy.
- (e) Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.
- (f) **Format for Bid:** Canada requests that Bidders follow the format instructions described below in the preparation of their bid:
  - (i) use 8.5 x 11 inch (216 mm x 279 mm) page size;
  - (ii) use a numbering system that corresponds to the bid solicitation;
  - (iii) include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, bidder's name and address and contact information of its representative; and
  - (iv) include a table of contents.
- (g) **Canada's Policy on Green Procurement:** In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process. See the Policy on Green Procurement (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, Bidders should:
  - (i) use paper containing fibre certified as originating from a sustainably-managed forest and/or containing a minimum of 30% recycled content; and

- (ii) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, and using staples or clips instead of cerlox, duotangs or binders.

(h) **Submission of Only One Bid:**

- (i) A Bidder, including related entities, will be permitted to submit only one bid in response to this bid solicitation. If a Bidder or any related entities participate in more than one bid (participating means being part of the Bidder, not being a subcontractor), Canada will provide those Bidders with 2 working days to identify the single bid to be considered by Canada. Failure to meet this deadline will result in all the affected bids being disqualified.
- (ii) For the purposes of this Article, regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law (whether that entity is a natural person, corporation, partnership, etc), an entity will be considered to be "**related**" to a Bidder if:
  - (A) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);
  - (B) they are "related persons" or "affiliated persons" according to the Canada Income Tax Act;
  - (C) the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
  - (D) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.
- (iii) Individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture.

(i) **Joint Venture Experience:**

- (i) Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

Example: A bidder is a joint venture consisting of members L and O. A bid solicitation requires that the bidder demonstrate experience providing maintenance and help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), the bidder has previously done the work. This bidder can use this experience to meet the requirement. If member L obtained this experience while in a joint venture with a third party N, however, that experience cannot be used because the third party N is not part of the joint venture that is bidding.
- (ii) A joint venture bidder may rely on the experience of one of its members to meet any given technical criterion of this bid solicitation.

Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance service, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.
- (iii) Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member

can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submit this information within the period set by the Contracting Authority, its bid will be declared non-responsive.

Example: A bidder is a joint venture consisting of members A and B. If a bid solicitation requires that the bidder demonstrate experience providing resources for a minimum number of 100 billable days, the bidder may demonstrate that experience by submitting either:

- Contracts all signed by A;
- Contracts all signed by B; or
- Contracts all signed by A and B in joint venture, or
- Contracts signed by A and contracts signed by A and B in joint venture, or
- Contracts signed by B and contracts signed by A and B in joint venture.

That show in total 100 billable days.

- (iv) Any Bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the bid solicitation period.

### 3.2 Section I: Technical Bid

- (a) The technical bid consists of the following:

- (i) **Bid Submission Form:** Bidders are requested to include the Bid Submission Form - Attachment "1" with their bids. It provides a common form in which bidders can provide information required for evaluation and contract award, such as a contact name and the Bidder's Procurement Business Number, etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.
- (ii) **Security Clearance:** Bidders are requested to submit the following security information for each of the proposed resources with their bids on or before the bid closing date:

| SECURITY INFORMATION  |  |
|---|--|
| Name of individual as it appears on security clearance application form |  |
| Level of security clearance obtained                                    |  |
| Validity period of security clearance obtained                          |  |
| Security Screening Certificate and Briefing Form file number            |  |

If the Bidder has not included the security information in its bid, the Contracting Authority will provide an opportunity to the Bidder to submit the security information during the evaluation period. If the Bidder has not submitted the security information within the period set by the Contracting Authority, its bid will be declared non-responsive.

(iii) **Substantiation of Technical Compliance:**

(A) **Mandatory Technical Criteria:** The technical bid must substantiate the compliance with the specific articles of Attachment "2", which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirements, but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or resources comply is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be considered non-responsive and disqualified. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the "Bidder's Response" column of Attachment "2", where Bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.

(B) **Point-Rated Technical Criteria:** The technical bid must substantiate the compliance with the specific articles of Attachment "3", which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirements, but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or resources comply is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be rated accordingly. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the "Bidder's Response" column of Attachment "3", where Bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.

(iv) **For Proposed Resources:** The technical bid must include résumés for the resources as identified in Attachment "2". The same individual must not be proposed for more than one Resource Category. The Technical bid must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:

(A) Proposed resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work (refer to Part 5, Certifications).

(B) For educational requirements for a particular degree, designation or certificate, PWGSC will only consider educational programs that were successfully 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 is requested to 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). If the Bidder has not included the copy of the results in its bid, the Contracting Authority will provide an opportunity to the Bidder to submit it during the evaluation period. If the Bidder has not submitted the copy of the results within 2 working days of the request by the Contracting Authority, its bid will be declared non-responsive.

- (C) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession or membership throughout the evaluation period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this solicitation. If the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued. If the degree, diploma or certification was issued by an educational institution outside of Canada, the Bidder is requested to 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). If the Bidder has not included the copy of the results in its bid, the Contracting Authority will provide an opportunity to the Bidder to submit it during the evaluation period. If the Bidder has not submitted the copy of the results within 2 working days of the request by the Contracting Authority, its bid will be declared non-responsive.
  - (D) For work experience, PWGSC will not consider experience gained as part of an educational program, except for experience gained through a formal co-operative program at a post-secondary institution.
  - (E) For any requirements that specify a particular time period (e.g., 2 years) of work experience, PWGSC will disregard any information about experience if the technical bid does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
  - (F) For work experience to be considered by Canada, the technical bid must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the qualification requirements, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.
- (v) **Customer Reference Contact Information:**
- (A) The Bidder must provide customer references. The customer reference must each confirm, if requested by PWGSC, the facts identified in the Bidder's bid, as required by Mandatory Corporate Requirements M1 and M2 of Attachment "2".
  - (B) The form of question to be used to request confirmation from customer references is as follows:  
  
*[Sample Question to Customer Reference: "Has [the Bidder] provided your organization with [describe the services and, if applicable, describe any required time frame within which those services must have been provided]?"*

☐ *Yes, the Bidder has provided my organization with the services described above.*

☐ *No, the Bidder has not provided my organization with the services described above.*

☐ *I am unwilling or unable to provide any information about the services described above.*

- (C) For each customer reference, the Bidder must, at a minimum, provide the name and either the telephone number or e-mail address for a contact person. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.

Bidders are also requested to include the title of the contact person. It is the sole responsibility of the Bidder to ensure that it provides a contact who is knowledgeable about the services the Bidder has provided to its customer and who is willing to act as a customer reference. Crown references will be accepted.

### 3.3 Section II: Financial Bid

- (a) **Pricing:** Bidders must submit their financial bid in accordance with the Pricing Schedule provided in Attachment "4". The total amount of Applicable Taxes must be shown separately, if applicable. Unless otherwise indicated, bidders must include a single, firm, all-inclusive per diem rate quoted in Canadian dollars in each cell requiring an entry in the pricing tables.
- (b) **All Costs to be Included:** The financial bid must include all costs for the requirement described in the bid solicitation for the entire Contract Period, including any option periods. The identification of all necessary equipment, software, peripherals, cabling and components required to meet the requirements of the bid solicitation and the associated costs of these items is the sole responsibility of the Bidder.
- (c) **Blank Prices:** Bidders are requested to insert "\$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the tables. If the Bidder leaves any price blank, Canada will treat the price as "\$0.00" for evaluation purposes and may request that the Bidder confirm that the price is, in fact, \$0.00. No bidder will be permitted to add or change a price as part of this confirmation. Any bidder who does not confirm that the price for a blank item is \$0.00 will be declared non-responsive.
- (d) **Electronic Payment of Invoices – Bid:** If you are willing to accept payment of invoices by Electronic Payment Instruments, complete Attachment "5" Electronic Payment Instruments, to identify which ones are accepted. If Attachment "5" Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices. Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

### 3.4 Section III: Certifications

It is a requirement that bidders submit the certifications and additional information identified under Part 5.

**ATTACHMENT 1**

| <b>BID SUBMISSION FORM</b>   |   |  |
|--|---|--|
| <b>Bidder's full legal name</b>  |   |  |
| <b>Authorized Representative of Bidder for evaluation purposes (e.g., clarifications)</b>  | Name  |  |
|  | Title   |  |
|  | Address   |  |
|  | Telephone #   |  |
|  | Fax #   |  |
|  | Email   |  |
| <b>Bidder's Procurement Business Number (PBN)</b><br>[see the Standard Instructions 2003]<br><b>[Note to Bidders: Please ensure that the PBN you provide matches the legal name under which you have submitted your bid. If it does not, the Bidder will be determined based on the legal name provided, not based on the PBN, and the Bidder will be required to submit the PBN that matches the legal name of the Bidder.]</b> |   |  |
| <b>Jurisdiction of Contract:</b> Province or territory in Canada the Bidder wishes to be the legal jurisdiction applicable to any resulting contract (if other than as specified in solicitation)  |   |  |
| <b>Former Public Servants</b><br>See the Article in Part 2 of the bid solicitation entitled Former Public Servant for a definition of "Former Public Servant".   | Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation?<br>Yes ____ No ____<br>If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant"                             |  |
|  | Is the Bidder a FPS who received a lump sum payment under the terms of the Work Force Adjustment Directive?<br>Yes ____ No ____<br>If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant" |  |

|  |  |  |  |
|--|--|--|--|
| <p><b>Security Clearance Level of Bidder</b></p> <p>[include both the level and the date it was granted]</p> <p><b>[Note to Bidders: Please ensure that the security clearance matches the legal name of the Bidder. If it does not, the security clearance is not valid for the Bidder.]</b></p>  |  |  |  |
| <p><b>Required Security Clearance Level of the following proposed resource categories:</b></p> <ol style="list-style-type: none"> <li>1. Application/Software Architect – Level 3: Secret</li> <li>2. Tester – Level 2: Secret</li> <li>3. Tester – Level 3: Secret</li> <li>4. Business Architect – Level 3: Secret</li> <li>5. Business Transformation Architect – Level 3: Secret</li> </ol>  | <p><b>SECURITY INFORMATION</b></p>   |  |  |
|  | <p>Name of individual as it appears on security clearance application form</p> |  |  |
|  | <p>Level of security clearance obtained</p>                                    |  |  |
|  | <p>Validity period of security clearance obtained</p>                          |  |  |
|  | <p>Security Screening Certificate and Briefing Form file number</p>            |  |  |
| <p>On behalf of the Bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that:</p> <ol style="list-style-type: none"> <li>1. The Bidder considers itself and its proposed resources able to meet all the mandatory requirements described in the bid solicitation;</li> <li>2. This bid is valid for the period requested in the bid solicitation;</li> <li>3. All the information provided in the bid is complete, true and accurate; and</li> <li>4. If the Bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation.</li> </ol> |  |  |  |
| <p><b>Signature of Authorized Representative of Bidder</b></p>   |  |  |  |

**ATTACHMENT 2**  
**BID EVALUATION CRITERIA – MANDATORY REQUIREMENTS**

**(SEE DOCUMENT ATTACHED)**

**ATTACHMENT 3**  
**BID EVALUATION CRITERIA – RATED REQUIREMENTS**

**(SEE DOCUMENT ATTACHED)**

**ATTACHMENT 4**  
**PRICING SCHEDULE**

| INITIAL CONTRACT PERIOD<br>(2 YEARS) |                    |                    |
|--------------------------------------|--------------------|--------------------|
| Resource Category                    | Level of Expertise | Firm Per Diem Rate |
| Project Manager                      | LEVEL 3            |                    |
| Application/Software Architect       | LEVEL 3            |                    |
| Business Architect                   | LEVEL 3            |                    |
| Business Consultant                  | LEVEL 3            |                    |
| Business Transformation Architect    | LEVEL 3            |                    |
| Project Executive                    | LEVEL 3            |                    |
| Business Analyst                     | LEVEL 1            |                    |
| Business Analyst                     | LEVEL 2            |                    |
| Business Analyst                     | LEVEL 3            |                    |
| Business System Analyst              | LEVEL 2            |                    |
| Business System Analyst              | LEVEL 3            |                    |
| Change Management Consultant         | LEVEL 3            |                    |
| Tester                               | LEVEL 2            |                    |
| Tester                               | LEVEL 3            |                    |

| OPTION YEAR 1<br>(1 YEAR)         |                    |                    |
|-----------------------------------|--------------------|--------------------|
| Resource Category                 | Level of Expertise | Firm Per Diem Rate |
| Project Manager                   | LEVEL 3            |                    |
| Application/Software Architect    | LEVEL 3            |                    |
| Business Architect                | LEVEL 3            |                    |
| Business Consultant               | LEVEL 3            |                    |
| Business Transformation Architect | LEVEL 3            |                    |
| Project Executive                 | LEVEL 3            |                    |
| Business Analyst                  | LEVEL 1            |                    |
| Business Analyst                  | LEVEL 2            |                    |
| Business Analyst                  | LEVEL 3            |                    |
| Business System Analyst           | LEVEL 2            |                    |
| Business System Analyst           | LEVEL 3            |                    |
| Change Management Consultant      | LEVEL 3            |                    |
| Tester                            | LEVEL 2            |                    |
| Tester                            | LEVEL 3            |                    |

| OPTION YEAR 2<br>(1 YEAR)         |                    |                    |
|-----------------------------------|--------------------|--------------------|
| Resource Category                 | Level of Expertise | Firm Per Diem Rate |
| Project Manager                   | LEVEL 3            |                    |
| Application/Software Architect    | LEVEL 3            |                    |
| Business Architect                | LEVEL 3            |                    |
| Business Consultant               | LEVEL 3            |                    |
| Business Transformation Architect | LEVEL 3            |                    |
| Project Executive                 | LEVEL 3            |                    |
| Business Analyst                  | LEVEL 1            |                    |
| Business Analyst                  | LEVEL 2            |                    |
| Business Analyst                  | LEVEL 3            |                    |
| Business System Analyst           | LEVEL 2            |                    |
| Business System Analyst           | LEVEL 3            |                    |
| Change Management Consultant      | LEVEL 3            |                    |
| Tester                            | LEVEL 2            |                    |
| Tester                            | LEVEL 3            |                    |

| OPTION YEAR 3<br>(1 YEAR)         |                    |                    |
|-----------------------------------|--------------------|--------------------|
| Resource Category                 | Level of Expertise | Firm Per Diem Rate |
| Project Manager                   | LEVEL 3            |                    |
| Application/Software Architect    | LEVEL 3            |                    |
| Business Architect                | LEVEL 3            |                    |
| Business Consultant               | LEVEL 3            |                    |
| Business Transformation Architect | LEVEL 3            |                    |
| Project Executive                 | LEVEL 3            |                    |
| Business Analyst                  | LEVEL 1            |                    |
| Business Analyst                  | LEVEL 2            |                    |
| Business Analyst                  | LEVEL 3            |                    |
| Business System Analyst           | LEVEL 2            |                    |
| Business System Analyst           | LEVEL 3            |                    |
| Change Management Consultant      | LEVEL 3            |                    |
| Tester                            | LEVEL 2            |                    |
| Tester                            | LEVEL 3            |                    |

**ATTACHMENT 5**  
**ELECTRONIC PAYMENT INSTRUMENTS**

The Bidder accepts to be paid by any of the following Electronic Payment Instrument(s):

- ☐ VISA Acquisition Card;
- ☐ MasterCard Acquisition Card;
- ☐ Direct Deposit (Domestic and International);
- ☐ Electronic Data Interchange (EDI);
- ☐ Wire Transfer (International Only);
- ☐ Large Value Transfer System (LVTS) (Over \$25M)

## 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 and financial evaluation criteria. There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.
- (b) An evaluation team composed of representatives of the Client and PWGSC will evaluate the bids on behalf of Canada. Canada may hire any independent consultant, or use any Government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- (c) In addition to any other time periods established in the bid solicitation:
  - (i) **Requests for Clarifications:** If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.
  - (ii) **Requests for Further Information:** If Canada requires additional information in order to do any of the following pursuant to the Section entitled "Conduct of Evaluation" in 2003, Standard Instructions - Goods or Services - Competitive Requirements:
    - (A) verify any or all information provided by the Bidder in its bid; or
    - (B) contact any or all references supplied by the Bidder (e.g., references named in the résumés of individual resources) to verify and validate any information submitted by the Bidder,the Bidder must provide the information requested by Canada within 3 working days of a request by the Contracting Authority.
  - (iii) **Extension of Time:** If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.
- (d) Canada will use the Phased Bid Compliance Process described below.

#### 4.1.1 Phased Bid Compliance Process

##### 4.1.1.1 General

- (a) Canada is conducting the PBCP described below for this requirement.
- (b) Notwithstanding any review by Canada at Phase I or II of the PBCP, Bidders are and will remain solely responsible for the accuracy, consistency and completeness of their Bids and Canada does not undertake, by reason of this review, any obligations or responsibility for identifying any or all errors or omissions in Bids or in responses by a Bidder to any communication from Canada.

THE BIDDER ACKNOWLEDGES THAT THE REVIEWS IN PHASE I AND II OF THIS PBCP ARE PRELIMINARY AND DO NOT PRECLUDE A FINDING IN PHASE III THAT THE BID IS NON-RESPONSIVE, EVEN FOR MANDATORY REQUIREMENTS WHICH WERE SUBJECT TO REVIEW IN PHASE I OR II AND NOTWITHSTANDING THAT THE BID HAD BEEN FOUND RESPONSIVE IN SUCH EARLIER PHASE. CANADA MAY DEEM A BID TO BE NON-RESPONSIVE TO A MANDATORY REQUIREMENT AT ANY PHASE.

THE BIDDER ALSO ACKNOWLEDGES THAT ITS RESPONSE TO A NOTICE OR A COMPLIANCE ASSESSMENT REPORT (CAR) (EACH DEFINED BELOW) IN PHASE I OR II MAY NOT BE SUCCESSFUL IN RENDERING ITS BID RESPONSIVE TO THE MANDATORY REQUIREMENTS THAT ARE THE SUBJECT OF THE NOTICE OR CAR, AND MAY RENDER ITS BID NON-RESPONSIVE TO OTHER MANDATORY REQUIREMENTS.

- (c) Canada may, in its discretion, request and accept at any time from a Bidder and consider as part of the Bid, any information to correct errors or deficiencies in the Bid that are clerical or administrative, such as, without limitation, failure to sign the Bid or any part or to checkmark a box in a form, or other failure of format or form or failure to acknowledge; failure to provide a procurement business number or contact information such as names, addresses and telephone numbers; inadvertent errors in numbers or calculations that do not change the amount the Bidder has specified as the price or of any component thereof that is subject to evaluation. This shall not limit Canada's right to request or accept any information after the bid solicitation closing in circumstances where the bid solicitation expressly provides for this right. The Bidder will have the time period specified in writing by Canada to provide the necessary documentation. Failure to meet this deadline will result in the Bid being declared non-responsive.
- (d) The PBCP does not limit Canada's rights under Standard Acquisition Clauses and Conditions (SACC) 2003 (2018-05-22) Standard Instructions – Goods or Services – Competitive Requirements nor Canada's right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly provides for this right, or in the circumstances described in subsection (c).
- (e) Canada will send any Notice or CAR by any method Canada chooses, in its absolute discretion. The Bidder must submit its response by the method stipulated in the Notice or CAR. Responses are deemed to be received by Canada at the date and time they are delivered to Canada by the method and at the address specified in the Notice or CAR. An email response permitted by the Notice or CAR is deemed received by Canada on the date and time it is received in Canada's email inbox at Canada's email address specified in the Notice or CAR. A Notice or CAR sent by Canada to the Bidder at any address provided by the Bidder in or pursuant to the Bid is deemed received by the Bidder on the date it is sent by Canada. Canada is not responsible for late receipt by Canada of a response, however caused.

#### **4.1.1.2 Phase I: Financial Bid**

- (a) After the closing date and time of this bid solicitation, Canada will examine the Bid to determine whether it includes a Financial Bid and whether any Financial Bid includes all information required by the solicitation. Canada's review in Phase I will be limited to identifying whether any information that is required under the bid solicitation to be included in the Financial Bid is missing from the Financial Bid. This review will not assess whether the Financial Bid meets any standard or is responsive to all solicitation requirements.
- (b) Canada's review in Phase I will be performed by officials of the Department of Public Works and Government Services.
- (c) If Canada determines, in its absolute discretion that there is no Financial Bid or that the Financial Bid is missing all of the information required by the bid solicitation to be included in the Financial Bid, then the Bid will be considered non-responsive and will be given no further consideration.
- (d) For Bids other than those described in c), Canada will send a written notice to the Bidder ("Notice") identifying where the Financial Bid is missing information. A Bidder, whose Financial Bid has been found responsive to the requirements that are reviewed at Phase I, will

not receive a Notice. Such Bidders shall not be entitled to submit any additional information in respect of their Financial Bid.

- (e) The Bidders who have been sent a Notice shall have the time period specified in the Notice (the "Remedy Period") to remedy the matters identified in the Notice by providing to Canada, in writing, additional information or clarification in response to the Notice. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the Notice.
- (f) In its response to the Notice, the Bidder will be entitled to remedy only that part of its Financial Bid which is identified in the Notice. For instance, where the Notice states that a required line item has been left blank, only the missing information may be added to the Financial Bid, except that, in those instances where the addition of such information will necessarily result in a change to other calculations previously submitted in its Financial Bid, (for example, the calculation to determine a total price), such necessary adjustments shall be identified by the Bidder and only these adjustments shall be made. All submitted information must comply with the requirements of this solicitation.
- (g) Any other changes to the Financial Bid submitted by the Bidder will be considered to be new information and will be disregarded. There will be no change permitted to any other Section of the Bidder's Bid. Information submitted in accordance with the requirements of this solicitation in response to the Notice will replace, in full, **only** that part of the original Financial Bid as is permitted above, and will be used for the remainder of the bid evaluation process.
- (h) Canada will determine whether the Financial Bid is responsive to the requirements reviewed at Phase I, considering such additional information or clarification as may have been provided by the Bidder in accordance with this Section. If the Financial Bid is not found responsive for the requirements reviewed at Phase I to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase I to the satisfaction of Canada, will receive a Phase II review.

#### **4.1.1.3 Phase II: Technical Bid**

- (a) Canada's review at Phase II will be limited to a review of the Technical Bid to identify any instances where the Bidder has failed to meet any Eligible Mandatory Criterion. This review will not assess whether the Technical Bid meets any standard or is responsive to all solicitation requirements. Eligible Mandatory Criteria are all mandatory technical criteria that are identified in this solicitation as being subject to the PBCP. Mandatory technical criteria that are not identified in the solicitation as being subject to the PBCP, will not be evaluated until Phase III.
- (b) Canada will send a written notice to the Bidder (Compliance Assessment Report or "CAR") identifying any Eligible Mandatory Criteria that the Bid has failed to meet. A Bidder whose Bid has been found responsive to the requirements that are reviewed at Phase II will receive a CAR that states that its Bid has been found responsive to the requirements reviewed at Phase II. Such Bidder shall not be entitled to submit any response to the CAR.
- (c) A Bidder shall have the period specified in the CAR (the "Remedy Period") to remedy the failure to meet any Eligible Mandatory Criterion identified in the CAR by providing to Canada in writing additional or different information or clarification in response to the CAR. Responses received after the end of the Remedy Period will not be considered by Canada, except in

circumstances and on terms expressly provided for in the CAR.

- (d) The Bidder's response must address only the Eligible Mandatory Criteria listed in the CAR as not having been achieved, and must include only such information as is necessary to achieve such compliance. Any additional information provided by the Bidder which is not necessary to achieve such compliance will not be considered by Canada, except that, in those instances where such a response to the Eligible Mandatory Criteria specified in the CAR will necessarily result in a consequential change to other parts of the Bid, the Bidder shall identify such additional changes, provided that its response must not include any change to the Financial Bid.
- (e) The Bidder's response to the CAR should identify in each case the Eligible Mandatory Criterion in the CAR to which it is responding, including identifying in the corresponding section of the original Bid, the wording of the proposed change to that section, and the wording and location in the Bid of any other consequential changes that necessarily result from such change. In respect of any such consequential change, the Bidder must include a rationale explaining why such consequential change is a necessary result of the change proposed to meet the Eligible Mandatory Criterion. It is not up to Canada to revise the Bidder's Bid, and failure of the Bidder to do so in accordance with this subparagraph is at the Bidder's own risk. All submitted information must comply with the requirements of this solicitation.
- (f) Any changes to the Bid submitted by the Bidder other than as permitted in this solicitation, will be considered to be new information and will be disregarded. Information submitted in accordance with the requirements of this solicitation in response to the CAR will replace, in full, **only** that part of the original Bid as is permitted in this Section.
- (g) Additional or different information submitted during Phase II permitted by this section will be considered as included in the Bid, but will be considered by Canada in the evaluation of the Bid at Phase II only for the purpose of determining whether the Bid meets the Eligible Mandatory Criteria. It will not be used at any Phase of the evaluation to increase or decrease any score that the original Bid would achieve without the benefit of such additional or different information. For instance, an Eligible Mandatory Criterion that requires a mandatory minimum number of points to achieve compliance will be assessed at Phase II to determine whether such mandatory minimum score would be achieved with such additional or different information submitted by the Bidder in response to the CAR. If so, the Bid will be considered responsive in respect of such Eligible Mandatory Criterion, and the additional or different information submitted by the Bidder shall bind the Bidder as part of its Bid, but the Bidder's original score, which was less than the mandatory minimum for such Eligible Mandatory Criterion, will not change, and it will be that original score that is used to calculate any score for the Bid
- (h) Canada will determine whether the Bid is responsive for the requirements reviewed at Phase II, considering such additional or different information or clarification as may have been provided by the Bidder in accordance with this Section. If the Bid is not found responsive for the requirements reviewed at Phase II to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase II to the satisfaction of Canada, will receive a Phase III evaluation.

#### 4.1.1.4 Phase III: Final Evaluation of the Bid

- (a) In Phase III, Canada will complete the evaluation of all Bids found responsive to the requirements reviewed at Phase II. Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) A Bid is non-responsive and will receive no further consideration if it does not meet all mandatory evaluation criteria of the solicitation.

#### 4.2 Technical Evaluation

(a) **Mandatory Technical Criteria:**

- (i) Each bid will be reviewed for compliance with the mandatory requirements of the bid solicitation. Any element of the bid solicitation that is identified specifically with the words "must" or "mandatory" is a mandatory requirement. Bids that do not comply with each and every mandatory requirement will be declared non-responsive and be disqualified.
- (ii) The Phased Bid Compliance Process will apply only to mandatory technical criteria identified by the superscript <sup>(PB)</sup>. Mandatory technical criteria not identified by the superscript <sup>(PB)</sup> will not be subject to the Phased Bid Compliance Process.
- (iii) The mandatory technical criteria are described in Attachment "2".

(b) **Point-Rated Technical Criteria:**

- (i) Each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly.
- (ii) The rated requirements are described in Attachment "3".

(c) **Number of Resources Evaluated:**

Only a certain number of resources per Resource Category will be evaluated as part of this bid solicitation as identified in Attachment "2". Additional Resources will only be assessed after contract award once specific tasks are requested of the Contractor. After contract award, the Task Authorization process will be in accordance with Part 7 – Resulting Contract Clauses, the Article titled "Task Authorization". When a Task Authorization Form (TA Form) is issued, the Contractor will be requested to propose a resource to satisfy the specific requirement based on the TA Form's Statement of Work. The proposed resource will then be assessed against the criteria identified in the Contract's Statement of Work in accordance with Appendix C of Annex A.

(d) **Reference Checks:**

- (i) Whether or not to conduct reference checks is discretionary. However, if PWGSC chooses to conduct reference checks for any given rated or mandatory requirement, it will check the references for that requirement for all bidders who have not, at that point, been found non-responsive.
- (ii) For reference checks, Canada will conduct the reference check in writing by email. Canada will send all email reference check requests to contacts supplied by all the Bidders on the same day using the email address provided in the bid. Canada will not award any points and/or a bidder will not meet the mandatory experience requirement (as applicable) unless the response is received within 5 working days of the date that Canada's email was sent.
- (iii) On the third working day after sending out the reference check request, if Canada has not received a response, Canada will notify the Bidder by email, to allow the Bidder to contact its reference directly to ensure that it responds to Canada within 5 working days.

If the individual named by a Bidder is unavailable when required during the evaluation period, the Bidder may provide the name and email address of an alternate contact person from the same customer. Bidders will only be provided with this opportunity once for each customer, and only if the originally named individual is unavailable to respond (i.e., the Bidder will not be provided with an opportunity to submit the name of an alternate contact person if the original contact person indicates that he or she is unwilling or unable to respond). The Bidder will have 1 working day to submit the name of a new contact. That contact will again be given 5 working days to respond once Canada sends its reference check request.

- (iv) Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated.
- (v) Points will not be allocated and/or a bidder will not meet the mandatory experience requirement (as applicable) if (1) the reference customer states he or she is unable or unwilling to provide the information requested, or (2) the customer reference is not a customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder instead of being a customer of the Bidder itself). Nor will points be allocated or a mandatory met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Bidder.

#### 4.3 Financial Evaluation

- (a) The financial evaluation will be conducted using the firm per diem rates provided by the responsive bid(s).
- (b) There are two possible financial evaluation methods for this requirement. The first method will be used if three or more bids are determined responsive (see (c) Financial Evaluation - Method A below). The second method will be used if fewer than three bids are determined responsive (see (d) Financial Evaluation - Method B below).
- (c) **Financial Evaluation - Method A:** The following financial evaluation method will be used if three or more bids are determined responsive:
  - (i) **STEP 1 - ESTABLISHING THE LOWER AND UPPER MEDIAN BAND LIMITS FOR EACH PERIOD AND EACH RESOURCE CATEGORY:** The Contracting Authority will establish, for each period and each Resource Category, the median band limits based on the firm per diem rates provided by the technically responsive bids. For each such Resource Category the median will be calculated using the median function in Microsoft Excel and will represent a range that encompasses any rate to a value of minus (-) 20% of the median, and an upper median rate to a value of plus (+) 30% of the median. When an even number of technically responsive bids have been determined, an average of the middle two rates will be used to calculate the median band limits and for an odd number of technically responsive bids, the middle rate will be used.
  - (ii) **STEP 2 - POINTS ALLOCATION:** For each period and each Resource Category points will be allocated as follows:
    - (A) A Bidder's proposed firm per diem rate that is either lower than the established lower median band limit or higher than the established upper median band limit for that period and Resource Category will be allocated 0 points.
    - (B) A Bidder's proposed firm per diem rate falling within the upper and lower median band limits, for that period and Resource Category, will be allocated points using the following calculation, which will be rounded to two decimal places:  

|   |   |   |
|---|---|---|
| Lowest proposed firm per diem rate<br>within the median band limits | x | Maximum Points Assigned<br>at Table 1 below |
| Bidder's proposed firm per diem rate                                |   |   |

within the median band limits

- (C) A Bidder's proposed firm per diem rate falling within the established median band limits which is the lowest proposed firm per diem rate will be allocated the applicable maximum points assigned at Table 1 below.

| TABLE 1 - MAXIMUM POINTS ASSIGNED |                    |                                   |                          |                          |                          |              |
|-----------------------------------|--------------------|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------|
| RESOURCE CATEGORY                 | LEVEL OF EXPERTISE | INITIAL CONTRACT PERIOD (2 YEARS) | OPTION PERIOD 1 (1 YEAR) | OPTION PERIOD 2 (1 YEAR) | OPTION PERIOD 3 (1 YEAR) | TOTAL POINTS |
| Project Manager                   | LEVEL 3            | 200                               | 100                      | 100                      | 100                      | 500          |
| Application/Software Architect    | LEVEL 3            | 400                               | 200                      | 200                      | 200                      | 1000         |
| Business Architect                | LEVEL 3            | 600                               | 300                      | 300                      | 300                      | 1500         |
| Business Consultant               | LEVEL 3            | 200                               | 100                      | 100                      | 100                      | 500          |
| Business Transformation Architect | LEVEL 3            | 400                               | 200                      | 200                      | 200                      | 1000         |
| Project Executive                 | LEVEL 3            | 50                                | 25                       | 25                       | 25                       | 125          |
| Business Analyst                  | LEVEL 1            | 50                                | 25                       | 25                       | 25                       | 125          |
| Business Analyst                  | LEVEL 2            | 200                               | 100                      | 100                      | 100                      | 500          |
| Business Analyst                  | LEVEL 3            | 50                                | 25                       | 25                       | 25                       | 125          |
| Business System Analyst           | LEVEL 2            | 50                                | 25                       | 25                       | 25                       | 125          |
| Business System Analyst           | LEVEL 3            | 600                               | 300                      | 300                      | 300                      | 1500         |
| Change Management Consultant      | LEVEL 3            | 200                               | 100                      | 100                      | 100                      | 500          |
| Tester                            | LEVEL 2            | 400                               | 100                      | 100                      | 100                      | 700          |
| Tester                            | LEVEL 3            | 600                               | 200                      | 200                      | 200                      | 1200         |
| TOTAL                             |                    | 4000                              | 1800                     | 1800                     | 1800                     | 9400         |

- (iii) **STEP 3 - FINANCIAL SCORE:** Points allocated under STEP 2 for each period and Resource Category will be added together and rounded to two decimal places to produce the Financial Score. Bidders will find below an example of a financial evaluation using Method A.

- (iv) **EXAMPLE OF A FINANCIAL EVALUATION USING METHOD A**

| TABLE 2 - EXAMPLE OF A FINANCIAL EVALUATION USING METHOD A: |                        |          |          |          |          |          |          |
|---|------------------------|----------|----------|----------|----------|----------|----------|
| Resource Category   | Max. Points            | Bidder 1 |          | Bidder 2 |          | Bidder 3 |          |
|   |                        | Year 1   | Year 2   | Year 1   | Year 2   | Year 1   | Year 2   |
| Programmer  | 150 (75 pts. per year) | \$400.00 | \$400.00 | \$420.00 | \$450.00 | \$450.00 | \$450.00 |
| Business Analyst  | 100 (50 pts. per year) | \$600.00 | \$600.00 | \$600.00 | \$620.00 | \$650.00 | \$820.00 |

|   |   |          |          |          |          |          |          |
|---|---|----------|----------|----------|----------|----------|----------|
| Project Manager   | 50 (25 pts. per year)   | \$555.00 | \$900.00 | \$750.00 | \$800.00 | \$700.00 | \$800.00 |
| TOTAL   | 300   |          |          |          |          |          |          |
| STEP 1 - Establishing the lower and upper median band limits for each year and each resource category |   |          |          |          |          |          |          |
| (Median 1)  | For the Programmer Resource Category, the year 1 median would be \$420.00. The lower median band limit would be \$336.00 and higher median band limit would be \$546.00.        |          |          |          |          |          |          |
| (Median 2)  | For the Programmer Resource Category, the year 2 median would be \$450.00. The lower median band limit would be \$360.00 and higher median band limit would be \$585.00.        |          |          |          |          |          |          |
| (Median 3)  | For the Business Analyst Resource Category, the year 1 median would be \$600.00. The lower median band limit would be \$480.00 and higher median band limit would be \$780.00.  |          |          |          |          |          |          |
| (Median 4)  | For the Business Analyst Resource Category, the year 2 median would be \$620.00. The lower median band limit would be \$496.00 and higher median band limit would be \$806.00.  |          |          |          |          |          |          |
| (Median 5)  | For the Project Manager Resource Category, the year 1 median would be \$700.00. The lower median band limit would be \$560.00 and higher median band limit would be \$910.00.   |          |          |          |          |          |          |
| (Median 6)  | For the Project Manager Resource Category, the year 2 median would be \$800.00. The lower median band limit would be \$640.00 and higher median band limit would be \$1,040.00. |          |          |          |          |          |          |
| STEP 2 - Points Allocation:   |   |          |          |          |          |          |          |
| Bidder 1:   |   |          |          |          |          |          |          |
| Programmer Year 1 =   | 75 points (lowest rate within the lower and upper median band limits)   |          |          |          |          |          |          |
| Programmer Year 2 =   | 75 points (lowest rate within the lower and upper median band limits)   |          |          |          |          |          |          |
| Business Analyst Year 1 =   | 50 points (lowest rate within the lower and upper median band limits)   |          |          |          |          |          |          |
| Business Analyst Year 2 =   | 50 points (lowest rate within the lower and upper median band limits)   |          |          |          |          |          |          |
| Project Manager Year 1 =  | 0 points (outside the lower and higher median band limits)  |          |          |          |          |          |          |
| Project Manager Year 2 =  | 22.22 points (based on the following calculation = (Lowest rate of \$800.00 / Bidder's proposed rate of \$900.00) Multiplied by 25 pts)   |          |          |          |          |          |          |
| Bidder 2:   |   |          |          |          |          |          |          |
| Programmer Year 1 =   | 71.43 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$420.00) Multiplied by 75 pts)   |          |          |          |          |          |          |
| Programmer Year 2 =   | 66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) Multiplied by 75 pts)   |          |          |          |          |          |          |
| Business Analyst Year 1 =   | 50 points (lowest price within the lower and upper median band limits)  |          |          |          |          |          |          |
| Business Analyst Year 2 =   | 48.39 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$620.00) Multiplied by 50 pts)   |          |          |          |          |          |          |
| Project Manager Year 1 =  | 23.33 points (based on the following calculation = (Lowest rate of \$700.00 / Bidder's proposed rate of \$750.00) Multiplied by 25 pts)   |          |          |          |          |          |          |
| Project Manager Year 2 =  | 25 points (lowest price within the lower and upper median band limits)  |          |          |          |          |          |          |
| Bidder 3:   |   |          |          |          |          |          |          |
| Programmer Year 1 =   | 66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) Multiplied by 75 pts)   |          |          |          |          |          |          |
| Programmer Year 2 =   | 66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) Multiplied by 75 pts)   |          |          |          |          |          |          |
| Business Analyst Year 1 =   | 46.15 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$650.00) Multiplied by 75 pts)   |          |          |          |          |          |          |
| Business Analyst Year 2 =   | 0 points (outside the lower and higher median band limits)  |          |          |          |          |          |          |
| Project Manager Year 1 =  | 25 points (lowest price within the lower and upper median band limits)  |          |          |          |          |          |          |

|   |   |
|---|---|
| Project Manager Year 2 = 25 points (lowest price within the lower and upper median band limits) |   |
| <b>STEP 3 - Financial Score:</b>  |   |
| <b>Bidder 1:</b>  | $75 + 75 + 50 + 50 + 0 + 22.22 =$ Total Financial Score of 272.22 points out of a possible 300 points           |
| <b>Bidder 2:</b>  | $71.43 + 67.67 + 50 + 48.39 + 23.33 + 25 =$ Total Financial Score of 284.82 points out of a possible 300 points |
| <b>Bidder 3:</b>  | $66.67 + 66.67 + 46.15 + 0 + 25 + 25 =$ Total Financial Score of 229.49 points out of a possible 300 points     |

(d) **Financial Evaluation - Method B:** The following financial evaluation method will be used if less than three bids are determined responsive:

(i) **STEP 1 - POINTS ALLOCATION:** For each period and each Resource Category points will be allocated as follows:

(A) Points will be established based on the following calculation, with points rounded to two decimal places:

$$\frac{\text{Lowest proposed firm per diem rate}}{\text{Bidder's proposed firm per diem rate}} \times \text{Maximum Points Assigned at Table 3 below}$$

The Bidder with the lowest proposed firm per diem rate will be allocated the applicable maximum points assigned at Table 3 below.

| TABLE 3 - MAXIMUM POINTS ASSIGNED |                    |                                   |                          |                          |                          |              |
|-----------------------------------|--------------------|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------|
| RESOURCE CATEGORY                 | LEVEL OF EXPERTISE | INITIAL CONTRACT PERIOD (2 YEARS) | OPTION PERIOD 1 (1 YEAR) | OPTION PERIOD 2 (1 YEAR) | OPTION PERIOD 3 (1 YEAR) | TOTAL POINTS |
| Project Manager                   | LEVEL 3            | 200                               | 100                      | 100                      | 100                      | 500          |
| Application/Software Architect    | LEVEL 3            | 400                               | 200                      | 200                      | 200                      | 1000         |
| Business Architect                | LEVEL 3            | 600                               | 300                      | 300                      | 300                      | 1500         |
| Business Consultant               | LEVEL 3            | 200                               | 100                      | 100                      | 100                      | 500          |
| Business Transformation Architect | LEVEL 3            | 400                               | 200                      | 200                      | 200                      | 1000         |
| Project Executive                 | LEVEL 3            | 50                                | 25                       | 25                       | 25                       | 125          |
| Business Analyst                  | LEVEL 1            | 50                                | 25                       | 25                       | 25                       | 125          |
| Business Analyst                  | LEVEL 2            | 200                               | 100                      | 100                      | 100                      | 500          |
| Business Analyst                  | LEVEL 3            | 50                                | 25                       | 25                       | 25                       | 125          |
| Business System Analyst           | LEVEL 2            | 50                                | 25                       | 25                       | 25                       | 125          |
| Business System Analyst           | LEVEL 3            | 600                               | 300                      | 300                      | 300                      | 1500         |
| Change Management Consultant      | LEVEL 3            | 200                               | 100                      | 100                      | 100                      | 500          |
| Tester                            | LEVEL 2            | 400                               | 100                      | 100                      | 100                      | 700          |
| Tester                            | LEVEL 3            | 600                               | 200                      | 200                      | 200                      | 1200         |

|              |  |             |             |             |             |
|--------------|--|-------------|-------------|-------------|-------------|
| <b>TOTAL</b> |  | <b>4000</b> | <b>1800</b> | <b>1800</b> | <b>1800</b> |
|--------------|--|-------------|-------------|-------------|-------------|

- (ii) **STEP 2 - FINANCIAL SCORE:** Points allocated under STEP 1, for each period and each Resource Category, will be added together and rounded to two decimal places to produce the Financial Score.

**(e) Substantiation of Professional Services Rates**

In Canada's experience, bidders will from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. When evaluating the rates bid for professional services, Canada may, but will have no obligation to, require price support in accordance with this Article. If Canada requests price support, it will be requested from all otherwise responsive bidders who have proposed a rate that is at least 20% lower than the median rate bid by all responsive bidders for the relevant resource category or categories. If Canada requests price support, the Bidder must provide the following information:

- (i) an invoice (referencing a contract serial number or other unique contract identifier) that shows that the Bidder has provided and invoiced a customer (with whom the Bidder deals at arm's length) for services performed for that customer similar to the services that would be provided in the National Capital Region in the relevant resource category, where those services were provided for at least three months within the eighteen months before the bid solicitation closing date, and the fees charged were equal to or less than the rate offered to Canada;
- (ii) in relation to the invoice in (i), evidence from the Bidder's customer that the services identified in the invoice include at least 50% of the tasks listed in the Statement of Work for the category of resource being assessed for an unreasonably low rate. This evidence must consist of either a copy of the contract (which must describe the services to be provided and demonstrate that at least 50% of the tasks to be performed are the same as those to be performed under the Statement of Work in this bid solicitation) or the customer's signed certification that the services subject to the charges in the invoice included at least 50% of the same tasks to be performed under the Statement of Work in this bid solicitation; and
- (iii) the name, telephone number and, if available, e-mail address of a contact person at the customer who received each invoice submitted under (i), so that Canada may verify any information provided by the Bidder.

Once Canada requests substantiation of the rates bid for any resource category, it is the sole responsibility of the Bidder to submit information (as described above and as otherwise may be requested by Canada, including information that would allow Canada to verify information with the resource proposed) that will allow Canada to determine whether it can rely, with confidence, on the Bidder's ability to provide the required services at the rates bid. If Canada determines that the information provided by the Bidder does not adequately substantiate the unreasonably low rates, the bid will be declared non-responsive.

**(f) Formulae in Pricing Tables**

If the pricing tables provided to bidders include any formulae, Canada may re-input the prices provided by bidders into a fresh table, if Canada believes that the formulae may no longer be functioning properly in the version submitted by a bidder.

#### 4.4 Basis of Selection

##### (a) Evaluation of Bid – Multiple Contracts Awarded

**Selection Process:** The following selection process will be conducted:

- (i) A bid must comply with the requirements of the bid solicitation, meet all mandatory evaluation criteria and obtain the required pass marks for the point rated criteria identified in this bid solicitation to be declared responsive.
- (ii) The responsive bid that obtains the highest Total Bidder Score will be recommended for award of a contract. For any given Bidder, the greatest possible Total Technical Score is 60 while the greatest possible Total Financial Score is 40.

- (A) Calculation of Total Technical Score: the Total Technical Score will be computed for each responsive bid by converting the Technical Score obtained for the point-rated technical criteria using the following formula, rounded to two decimal places:

$$\frac{\text{Technical Score}}{\text{Maximum Technical Points (Bidders, please refer to the maximum technical points at Attachment "3")}} \times 60 = \text{Total Technical Score}$$

- (B) Calculation of Total Financial Score: the Total Financial Score will be computed for each responsive bid by converting the Financial Score obtained for the financial evaluation using the following formula rounded to two decimal places:

$$\frac{\text{Financial Score}}{\text{Total Maximum Points Assigned (Bidders, please refer to the total maximum points assigned)}} \times 40 = \text{Total Financial Score}$$

- (C) Calculation of the Total Bidder Score: the Total Bidder Score will be computed for each responsive bid in accordance with the following formula:

$$\text{Total Technical Score} + \text{Total Financial Score} = \text{Total Bidder Score}$$

- (iii) In the event of identical Total Bidder Scores occurring, then the bid with the highest Total Technical Score will become the top-ranked bidder.

- (b) **Contract Funding Allocation:** Where more than one contract is awarded, each contract issued will be issued with an amount of funding specified in the article titled "Limitation of Expenditure" calculated based on the following:

- (i) when one contract is awarded, the amount of the Limitation of Expenditure will be determined at Canada's discretion;
- (ii) where two contracts are awarded, the amount of the Limitation of Expenditure of each contract will be determined in accordance with the following:

- (A) the Bidder with the highest Total Bidder Score will receive 55% of the funding initially allocated; and

- (B) the Bidder with the next highest Total Bidder Score will receive 45% of the funding initially allocated.

- (c) Bidders should note that all contract awards are subject to Canada's internal approvals process, which includes a requirement to approve funding in the amount of any proposed contract. Despite the fact that the Bidder may have been recommended for contract award, a contract will only be awarded if internal approval is granted according to Canada's internal policies. If approval is not granted, no contract will be awarded.

## 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 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 provided will render the bid non-responsive.

#### (a) 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](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" 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> ).

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](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" 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](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed Attachment "6", 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 Attachment Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

#### (b) Professional Services Resources

- (i) By submitting a bid, the Bidder certifies that, if it is awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives.
- (ii) By submitting a bid, the Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by

the Bidder for the requirement is capable of performing the Work described in the resulting contract.

- (iii) If the Bidder is unable to provide the services of an individual named in its bid due to the death, sickness, extended leave (including parental leave or disability leave), retirement, resignation or dismissal for cause of that individual, within five business days of Canada's knowledge of the unavailability of the individual the Bidder may propose a substitute to the Contracting Authority, providing:

- (A) the reason for the substitution with substantiating documentation acceptable to the Contracting Authority;
- (B) the name, qualifications and experience of a proposed replacement immediately available for work; and
- (C) proof that the proposed replacement has the required security clearance granted by Canada, if applicable.

No more than one substitute will be considered for any given individual proposed in the bid. In response to the Bidder's proposed substitution, the Contracting Authority may elect in its sole discretion either to:

- (A) set aside the bid and give it no further consideration; or
- (B) evaluate the replacement in accordance with the requirements of the bid solicitation in the place of the original resource as if that replacement had originally been proposed in the bid, with any necessary adjustments being made to the evaluation results, including the rank of the bid vis-à-vis other bids.

If no substitute is proposed the Contracting Authority will set aside the bid and give it no further consideration.

- (iv) If a Bidder has proposed any individual who is not an employee of the Bidder, by submitting a bid, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

**(c) Certification of Language - English Essential**

By submitting a bid, the Bidder certifies that, should it be awarded a contract as result of the bid solicitation, every individual proposed in its bid will be fluent in English. The individuals proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

**(d) Submission of Only One Bid**

By submitting a bid, the Bidder is certifying that it does not consider itself to be related to any other bidder.

## ATTACHMENT 6

### 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).

## PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

### 6.1 Security Requirement

- (a) Before award of a contract, the following conditions must be met:
- (i) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses; and
  - (ii) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses.
- (b) 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.
- (c) For additional information on security requirements, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.
- (d) In the case of a joint venture bidder, each member of the joint venture must meet the security requirements.
- (e) **Additional CBSA Security Requirement:**
- (i) The CBSA, will conduct its own personnel Reliability Status assessment on the recommended Bidder and its personnel as per the Treasury Board Secretariat of Canada's (TBS) "Security and Contracting Management Standard" and the "Policy on Government Security – Personnel Security Standard", irrespective of whether such assessment has already been conducted under any such policies. Reliability Status assessment conducted by the CBSA will include a credit check performed by an authorized secure official with CBSA's "Personnel Security Screening Section"(PSSS), which is independent of the Public Works and Government Services Canada's (PWGSC), "Canadian Industrial Security Directorate" (CISD) and the "International Industrial Security Directorate" (IISD).
  - (ii) For each proposed resources, the Bidder should submit a complete signed original TBS 330-23 Form – Personnel Screening Consent and Authorization (<https://www.tbs-sct.gc.ca/tbsf-fsct/330-23-eng.asp>) with their Bid. If not provided with the bid, the Bidder must provide it upon request and in the timeframe stated by the Contracting Authority (prior to Contract Award).
  - (iii) Until the credit check, fingerprinting and all other security screening processes required by this Request for Proposal have been completed and the recommended Bidder and the proposed personnel is deemed suitable by the CBSA, no contract will be awarded and the recommended Bidder personnel will not be permitted access to Protected / Classified information or assets, and will not be permitted to enter sites where such information or assets are kept.
  - (iv) In the event the recommended Bidder is not deemed suitable following the security screening process required by the CBSA, the said recommended Bidder's (Contractor and its personnel) bid will be deemed non-compliant and the next ranked Bidder will be contacted. If only one bid was obtained and the recommended Bidder does not meet the security requirement, then, the Contracting Authority will determine the next steps in order to ensure all requirements are met.

- (v) \*Fees are applicable. Fingerprinting will be at the Bidder's cost.
- (vi) In the case of a joint venture bidder, each member of the joint venture must meet the security requirements.

## **6.2 Financial Capability**

- (a) SACC Manual clause A9033T (2012-07-16) Financial Capability applies, except that subsection 3 is deleted and replaced with the following: "If the Bidder is a subsidiary of another company, then any financial information required by the Contracting Authority in 1(a) to (f) must be provided by each level of parent company, up to and including the ultimate parent company. The financial information of a parent company does not satisfy the requirement for the provision of the financial information of the Bidder; however, if the Bidder is a subsidiary of a company and, in the normal course of business, the required financial information is not generated separately for the subsidiary, the financial information of the parent company must be provided. If Canada determines that the Bidder is not financially capable but the parent company is, or if Canada is unable to perform a separate assessment of the Bidder's financial capability because its financial information has been combined with its parent's, Canada may, in its sole discretion, award the contract to the Bidder on the condition that the parent company grant a performance guarantee to Canada."
- (b) In the case of a joint venture bidder, each member of the joint venture must meet the financial capability requirements.

## PART 7 - RESULTING CONTRACT CLAUSES

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

### 7.1 Requirement

- (a) \_\_\_\_\_ (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with, and at the prices set out in, the Contract. This includes providing professional services as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.
- (b) **Client:** Under the Contract, the "**Client**" is Canada Border Services Agency (CBSA).
- (c) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- (d) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

### 7.2 Task Authorization

- (a) **As-and-when-requested Task Authorizations:** 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. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Allocation of Task Authorizations:** More than one contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:
  - (i) At the time this series of contracts was awarded, each contractor was allocated an amount of funding as specified in the Limitation of Expenditure based on the evaluation process described in the bid solicitation that resulted in the award of this series of contracts.
  - (ii) When a Task Authorization is issued, Canada will use a rotational method to allocate the draft Task Authorizations where the rotation is based on the ranking obtained by the Contractor during the Bid Solicitation.
  - (iii) Canada will send the first TA to the first ranked Contractor and the second TA to the second ranked Contractor. This rotational process will be repeated for each subsequent series of TAs issued by Canada.

- (iv) The Contractor sent a draft TA will have the time set out further below under the subparagraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.
  - (v) If the Contractor to whom the draft TA is first sent either fails to respond on time or confirms in writing that it refuses to perform the task, the draft TA will then be forwarded to the next-ranked Contractor. In the event that Canada determines the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, Canada may, at its entire discretion request that the Contractor propose another resource and the Contractor will have the time set out in the subparagraph "Contractor's Response to Draft Task Authorization" to respond. If the Contractor fails to respond on time or Canada determines that the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, the draft TA will be forwarded to the next-ranked Contractor.
  - (vi) If the Contractor refuses a TA or fails to submit a valid response, the dollar value of the TA may be subtracted from the dollar value of the Contractor's Contract and may be re-allocated, at the Contracting Authority's sole discretion, in whole or in part, to the other contractors.
  - (vii) The process of sending out a draft TA will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.
  - (viii) Any of the contractors 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 one or more TAs issued under this series of contracts, and no draft TA 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 again available to perform additional tasks.
  - (ix) If it is found that the allocation process described at part (ii) above has resulted in the award of a disproportionate dollar value of work between the Contractors, the Contractors agree that Canada, in its sole discretion, may deviate from the allocation process and issue TAs in the manner required to re-establish a proportional allocation.
- (c) **Assessment of Resources Proposed at TA Stage:** Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A, B, C and D of Annex A.
- (d) **Form and Content of draft Task Authorization:**
- (i) The Technical Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Annex A.
  - (ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information:
    - (A) the task number;
    - (B) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
    - (C) the categories of resources and the number required;
    - (D) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
    - (E) the start and completion dates;
    - (F) any option(s) to extend initial end date (if applicable);
    - (G) milestone dates for deliverables and payments (if applicable);

- (H) the number of person-days of effort required;
  - (I) whether the work requires on-site activities and the location;
  - (J) the language profile of the resources required;
  - (K) the level of security clearance required of resources;
  - (L) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
  - (M) any other constraints that might affect the completion of the task.
- (e) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the Technical Authority, within 5 working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), a quotation with the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract, as well as its corresponding proposed resource(s) in accordance with Appendix A to Annex A of the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.
- (f) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**  
To be validly issued, a TA must include the following signatures:
- (ii) for any TA, inclusive of revisions, with a value less than or equal to \$250,000 (excluding Applicable Taxes), the TA must be signed by:
    - (A) the Technical Authority; and
    - (B) a representative from the Strategic Procurement and Material Management Division (SPMMD) of CBSA.
  - (iii) for any TA with a value greater than this amount, a TA must be signed by:
    - (A) the Technical Authority;
    - (B) a representative from the Strategic Procurement and Material Management Division (SPMMD) of CBSA; and
    - (C) the Contracting Authority.
- Any TA that does not bear the appropriate signature(s) is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's ability to issue TA's at any time, or reduce the dollar value threshold described in sub-article (i) above; any suspension or reduction notice is effective upon receipt.
- (g) **Periodic Usage Reports:**
- (i) The Contractor must compile and maintain records on its provision of services to the federal government under Task Authorizations validly issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting

requirements detailed below. 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 to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.

(ii) The quarterly periods are defined as follows:

- (A) 1<sup>st</sup> quarter: April 1 to June 30;
- (B) 2<sup>nd</sup> quarter: July 1 to September 30;
- (C) 3<sup>rd</sup> quarter: October 1 to December 31; and
- (D) 4<sup>th</sup> quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 15 calendar days after the end of the reporting period.

(iii) Each report must contain the following information for each validly issued TA (as amended):

- (A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;
- (B) a title or a brief description of each authorized task;
- (C) the name, Resource category and level of each resource involved in performing the TA, as applicable;
- (D) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;
- (E) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
- (F) the start and completion date for each authorized task; and
- (G) the active status of each authorized task, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).

(iv) Each report must also contain the following cumulative information for all the validly issued TA's (as amended):

- (A) 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 validly issued TA's; and
- (B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TA's.

(h) **Refusal of Task Authorizations or Submission of a Response which is not Valid:** The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. For greater clarity, each draft TA, which is identifiable by its task number, will only count as one instance. A valid response is one that is submitted within the required time period and meets all requirements of the draft TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the draft TA at pricing not exceeding the rates set out in Annex B.

- (i) **Consolidation of TA's for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TA's for administrative purposes.

### 7.3 Minimum Work Guarantee

- (a) In this clause,
- (i) **"Maximum Contract Value"** means the amount specified in the **"Limitation of Expenditure"** clause set out in the Contract; and
- (ii) **"Minimum Contract Value"** means \$20,000.00 (excluding Applicable Taxes).
- (b) 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 sub-article (c), subject to sub-article (d). 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.
- (c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- (d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract
- (i) for default;
- (ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
- (iii) for convenience within ten business days of Contract award.

### 7.4 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>) issued by Public Works and Government Services Canada.

(a) **General Conditions:**

- (i) 2035 (2018-06-21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
- (a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Work Guarantee, or due to the Contractor as of the date of termination, or
- (b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.

6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

(b) **Supplemental General Conditions:**

The following Supplemental General Conditions:

- (i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;
- (ii) 4007 (2010-08-16), Supplemental General Conditions - Canada to Own Intellectual Property Rights in Foreground Information;

apply to and form part of the Contract.

**7.5 Security Requirement**

The following security requirements (Common PS SRCL #19 and related clauses provided by the Contract Security Program) as set out under Annex "B" to the Supply Arrangement, applies to and forms part of the Contract.

- (a) The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of SECRET, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
- (b) The Contractor personnel requiring access to PROTECTED/CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of RELIABILITY STATUS, CONFIDENTIAL or SECRET, granted or approved by CISD/PWGSC.
- (c) The Contractor MUST NOT remove any PROTECTED/CLASSIFIED information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
- (d) Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
- (e) The Contractor must comply with the provisions of the:
  - (i) Security Requirements Check List and security guide (if applicable), attached at Annex C;
  - (ii) Industrial Security Manual (Latest Edition).
- (f) Additional Security Requirement
  - (i) The CBSA, will conduct its own personnel Reliability Status assessment of the Contractor (specifically the Contractor personnel), which is allowed under the Treasury Board Secretariat of Canada's (TBS) "Security and Contracting Management Standard" and the Policy on Government Security – Personnel Security Standard. Reliability Status assessment conducted by the CBSA will include a credit check.
  - (ii) If the Contractor (specifically the Contractor personnel), has already been screened under the TBS Policy on Government Security - Personnel Security Standard, the Contractor (specifically the Contractor personnel), will still undergo a security screening process to be conducted by the CBSA.
  - (iii) The credit check and fingerprinting\*, if required, will be performed by an authorized security official with the CBSA's "Personnel Security Screening Section" (PSSS), which is independent of the Public Works and Government Services Canada's (PWGSC), "Canadian and International Industrial Security Directorate" (CIISD).

- (iv) Until the credit check, fingerprinting\* (if required) and all other security screening processes required have been completed and the Contractor (specifically the Contractor personnel) is deemed suitable by the CBSA, the Contractor (specifically the Contractor personnel) will not be permitted access to Protected / Classified information or assets, and further, will not be permitted to enter sites where such information or assets are kept.

\*Fees are applicable. Fingerprinting, if required, will be at the Contractor's cost.

## 7.6 Contract Period

- (a) **Contract Period:** The "**Contract Period**" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:
  - (i) The "**Initial Contract Period**", which begins on the date the Contract is awarded and ends two years later; and
  - (ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.
- (b) **Option to Extend the Contract:**
  - (i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to three additional one-year periods under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.
  - (ii) Canada may exercise this option at any time by sending a written notice to the Contractor 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.

## 7.7 Authorities

### (a) Contracting Authority

The Contracting Authority for the Contract is:

Name: Francis Lapalme  
Title: A/Supply Team Leader  
Organization: Public Works and Government Services Canada  
Acquisitions Branch  
Directorate: Professional Services Procurement Directorate  
Address: 10 Wellington Street, Gatineau, Québec  
Telephone: 613-858-9912  
E-mail address: [francis.lapalme@tpsgc-pwgsc.gc.ca](mailto:francis.lapalme@tpsgc-pwgsc.gc.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.

### (b) Technical Authority

The Technical Authority for the Contract is:

Name: **[To be determined]**  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_\_  
Facsimile: \_\_\_\_\_

E-mail address: \_\_\_\_\_

In his absence, the Technical Authority for the Contract is:

Name: **[To be determined]**  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_\_  
Facsimile: \_\_\_\_\_  
E-mail address: \_\_\_\_\_

The Technical Authority 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.

(c) **Contractor's Representative**

**[To be determined]**

**7.8 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 web sites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

**7.9 Payment**

(a) **Basis of Payment**

- (i) **Professional Services provided under a Task Authorization with a Maximum Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- (ii) **Professional Services provided under a Task Authorization with a Firm Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor the firm price set out in the Task Authorization (based on the firm, all-inclusive per diem rates set out in Annex B), Applicable Taxes extra.
- (iii) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.
- (iv) **Contractor's Firm Per Diem Rates:** The Contractor agrees that the rates set out in Annex B remain firm throughout the Contract Period, except as may be provided for in the express terms of the contract. In reference to Article 18(1) of SACC General Conditions 2035, the Contractor acknowledges that its obligation to provide services in accordance with the firm rates set out in Annex B is unaffected by the application of any existing law or any new law which may come into effect during the Contract Period.

- (v) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the general conditions, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.
- (b) **Limitation of Expenditure – Cumulative Total of all Task Authorizations**
- (i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the amount set out on page 1 of the Contract, less any Applicable taxes. With respect to the amount set out on page 1 of the Contract, Customs duties are excluded and Applicable Taxes are included
- (ii) 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.
- (iii) 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) 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.
- (i) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.
- (c) **Method of Payment for Task Authorizations with a Maximum Price:** For each Task Authorization validly issued under the Contract that contains a maximum price:
- (i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.
- (ii) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA, all of which is required to be performed for the maximum TA price. If the work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA price, Canada is only required to pay for the time spent performing the work related to that TA.
- (d) **Method of Payment for Task Authorizations with a Firm Price - Lump Sum Payment on Completion:** Canada will pay the Contractor upon completion and delivery of all the Work associated with the validly issued Task Authorization in accordance with the payment provisions of the Contract if:

- (i) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified by Canada; and
- (iii) the Work delivered has been accepted by Canada.

**Note to Bidders:** *If applicable, the Electronic Payment Instrument(s) indicated by the Bidder in Attachment "6" will be included in any resulting contract.*

(e) **Electronic Payment of Invoices – Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- (i) Visa Acquisition Card;
- (ii) MasterCard Acquisition Card;
- (iii) Direct Deposit (Domestic and International);
- (iv) Electronic Data Interchange (EDI);
- (v) Wire Transfer (International Only);
- (vi) Large Value Transfer System (LVTS) (Over \$25M)

(f) **Time Verification**

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

(g) **No Responsibility to Pay for Work not performed due to Closure of Government Offices**

- (i) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.
- (ii) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises

**7.10 Invoicing Instructions**

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.
- (c) By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- (d) The Contractor must provide the original of each invoice to the Technical Authority, and a copy to the Contracting Authority.

### 7.11 Certifications and Additional Information

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, any TA quotation 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 Contract Period.

### 7.12 Federal Contractors Program for Employment Equity - Default by 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.

### 7.13 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in **[To be determined]**.

### 7.14 Priority of Documents

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

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental General Conditions, in the following order:
  - (i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;
  - (ii) 4007 (2010-08-16), Supplemental General Conditions - Canada to Own Intellectual Property Rights in Foreground Information;
- (c) General Conditions 2035 (2018-06-21), Higher Complexity - Services;
- (d) Annex A, Statement of Work, including its Appendices as follows:
  - (i) Appendix A to Annex A - Tasking Assessment Procedure;
  - (ii) Appendix B to Annex A - Task Authorization (TA) Form;
  - (iii) Appendix C to Annex A - Resource Assessment Criteria and Response Table;
  - (iv) Appendix D to Annex A - Certifications at the TA stage;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any); and
- (h) the Contractor's bid dated \_\_\_\_\_, as clarified on \_\_\_\_\_ or as amended \_\_\_\_\_.

### 7.15 Foreign Nationals (Canadian Contractor)

- (a) SACC Manual clause A2000C (2016-06-16) Foreign Nationals (Canadian Contractor)

**Note to Bidders:** *Either this clause or the one that follows, whichever applies (based on whether the successful Bidder is a Canadian Contractor or Foreign Contractor), will be included in any resulting contract.*

**7.16 Foreign Nationals (Foreign Contractor)**

- (a) SACC Manual clause A2001C (2006-06-16) Foreign Nationals (Foreign Contractor)

**7.17 Insurance Requirements**

(a) **Compliance with Insurance Requirements**

- (i) The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
- (ii) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.
- (iii) The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

(b) **Commercial General Liability Insurance**

- (i) The Contractor must obtain Commercial General 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 \$2,000,000 per accident or occurrence and in the annual aggregate.
- (ii) The Commercial General Liability policy must include the following:
  - (A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
  - (B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
  - (C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
  - (D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.

- (E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
- (F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- (G) Employees and, if applicable, Volunteers must be included as Additional Insured.
- (H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- (I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- (J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- (K) 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.
- (L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
- (M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

(c) **Errors and Omissions Liability Insurance**

- (i) 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.
- (ii) If the Professional Liability insurance 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.
- (iii) 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.

**7.18 Limitation of Liability - Information Management/Information Technology**

- (a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.

(b) **First Party Liability:**

- (i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
  - (A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";
  - (B) physical injury, including death.
- (ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
- (iii) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
- (iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.
- (v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
  - (A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
  - (B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.
- (vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

(c) **Third Party Claims:**

- (i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to

the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.

- (ii) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- (iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

#### 7.19 Joint Venture Contractor

- (a) The Contractor confirms that the name of the joint venture is [REDACTED] and that it is comprised of the following members:
  - \_\_\_\_\_
  - \_\_\_\_\_
- (b) With respect to the relationship among the members of the joint venture Contractor, each member agrees, represents and warrants (as applicable) that:
  - (i) [REDACTED] has been appointed as the "representative member" of the joint venture Contractor and has fully authority to act as agent for each member regarding all matters relating to the Contract;
  - (ii) by giving notice to the representative member, Canada will be considered to have given notice to all the members of the joint venture Contractor; and
  - (iii) all payments made by Canada to the representative member will act as a release by all the members.
- (c) All the members agree that Canada may terminate the Contract in its discretion if there is a dispute among the members that, in Canada's opinion, affects the performance of the Work in any way.
- (d) All the members are jointly and severally or solidarily liable for the performance of the entire Contract.
- (e) The Contractor acknowledges that any change in the membership of the joint venture (i.e., a change in the number of members or the substitution of another legal entity for an existing member) constitutes an assignment and is subject to the assignment provisions of the General Conditions.
- (f) The Contractor acknowledges that all security and controlled goods requirements in the Contract, if any, apply to each member of the joint venture Contractor.

**Note to Bidders:** This Article will be deleted if the Bidder awarded the contract is not a joint venture. If the contractor is a joint venture, this clause will be completed with information provided in its bid.

**7.20 Professional Services - General**

- (a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- (b) If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.
- (c) In General Conditions 2035, the Article titled "Replacement of Specific Individuals" is deleted and the following applies instead:

**Replacement of Specific Individuals**

- (i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of having this knowledge, the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
  - (A) the name, qualifications and experience of a proposed replacement immediately available for Work; and
  - (B) security information on the proposed replacement as specified by Canada, if applicable.

The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.

- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
  - (A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or
  - (B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

Where an Excusable Delay applies, Canada may require (c) (ii) (B) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order

a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.

- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

#### **7.21 Safeguarding Electronic Media**

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

#### **7.22 Representations and Warranties**

The Contractor made statements regarding its own and its proposed resources' experience and expertise in its bid that resulted in the award of the Contract and the issuance of TA's. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract and adding work to it through TA's. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have and maintain, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

#### **7.23 Access to Canada's Property and Facilities**

Canada's property, facilities, equipment, documentation, and personnel are not automatically available to the Contractor. If the Contractor would like access to any of these, it is responsible for making a request to the Technical Authority. Unless expressly stated in the Contract, Canada has no obligation to provide any of these to the Contractor. If Canada chooses, in its discretion, to make its property, facilities, equipment, documentation or personnel available to the Contractor to perform the Work, Canada may require an adjustment to the Basis of Payment and additional security requirements may apply.

#### **7.24 Government Property**

Canada agrees to supply the Contractor with the items listed in article 6. **Client Support** of the Statement of Work. The section of the General Conditions entitled "Government Property" also applies to the use of the Government Property by the Contractor.

#### **7.25 Transition Services at End of Contract Period**

The Contractor agrees to execute the transition tasks identified within the Task Authorizations (if applicable), in the period leading up to the end of the Contract Period, and it will make all reasonable efforts to assist Canada in the transition from the Contractor to a new contract with another supplier.

#### **7.26 Identification Protocol Responsibilities**

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

- (a) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify themselves as Contractor Representatives prior to the

commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;

- (b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- (c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.
- (d) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.
- (e) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

**ANNEX A**  
**STATEMENT OF WORK**

**(SEE ATTACHED DOCUMENT)**

## **APPENDIX A TO ANNEX A**

### **TASKING ASSESSMENT PROCEDURE**

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled "Allocation of Task Authorizations". Once a draft TA Form is received, the Contractor must submit to the Technical Authority a quotation of rates to supply the requested Resource Categories based on the information identified in the TA Form, as well as its corresponding proposed resource(s). The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 5 working days (or any longer time period specified in the draft TA) turnaround time to submit a quotation.
2. With each quotation the Contractor must propose the required number of resources and for each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
  - (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).
  - (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
  - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
  - (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
  - (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
  - (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be

considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contracting Authority may find the quotation to be non-responsive.
5. Only quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.
6. Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

**APPENDIX B TO ANNEX A  
TASK AUTHORIZATION FORM**

**(SEE ATTACHED DOCUMENT)**

**APPENDIX C TO ANNEX A**  
**RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE**

**(SEE ATTACHED DOCUMENT)**

## **APPENDIX D TO ANNEX A CERTIFICATIONS AT THE TA STAGE**

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

### **1. CERTIFICATION OF EDUCATION AND EXPERIENCE**

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

\_\_\_\_\_  
Print name of authorized individual & sign above

\_\_\_\_\_  
Date

### **2. CERTIFICATION OF AVAILABILITY OF PERSONNEL**

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

\_\_\_\_\_  
Print name of authorized individual & sign above

\_\_\_\_\_  
Date

### **3. CERTIFICATION OF STATUS OF PERSONNEL**

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract Period the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

\_\_\_\_\_  
Print name of authorized individual & sign above

\_\_\_\_\_  
Date

4. CERTIFICATION OF LANGUAGE - English

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

\_\_\_\_\_  
Print name of authorized individual & sign above

\_\_\_\_\_  
Date

5. NON-DISCLOSURE AGREEMENT

I, \_\_\_\_\_ (name of proposed resource), recognize that in the course of my work as an employee or subcontractor of \_\_\_\_\_ (name of contractor), I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. \_\_\_\_\_ between Her Majesty the Queen in right of Canada, represented by the Minister of Public Works and Government Services and Canada Border Services Agency, including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No.:

\_\_\_\_\_.

\_\_\_\_\_  
Print name of proposed resource & sign above

\_\_\_\_\_  
Date

## ANNEX B BASIS OF PAYMENT

### 1. Professional Services

In accordance with the Contract, the Contractor will be paid the following firm all-inclusive per diem rates for work performed pursuant to this Contract, Applicable Taxes extra.

| INITIAL CONTRACT PERIOD<br>(2 YEARS) |                    |                    |
|--------------------------------------|--------------------|--------------------|
| Resource Category                    | Level of Expertise | Firm Per Diem Rate |
| Project Manager                      | LEVEL 3            |                    |
| Application/Software Architect       | LEVEL 3            |                    |
| Business Architect                   | LEVEL 3            |                    |
| Business Consultant                  | LEVEL 3            |                    |
| Business Transformation Architect    | LEVEL 3            |                    |
| Project Executive                    | LEVEL 3            |                    |
| Business Analyst                     | LEVEL 1            |                    |
| Business Analyst                     | LEVEL 2            |                    |
| Business Analyst                     | LEVEL 3            |                    |
| Business System Analyst              | LEVEL 2            |                    |
| Business System Analyst              | LEVEL 3            |                    |
| Change Management Consultant         | LEVEL 3            |                    |
| Tester                               | LEVEL 2            |                    |
| Tester                               | LEVEL 3            |                    |

| OPTION YEAR 1<br>(1 YEAR)         |                    |                    |
|-----------------------------------|--------------------|--------------------|
| Resource Category                 | Level of Expertise | Firm Per Diem Rate |
| Project Manager                   | LEVEL 3            |                    |
| Application/Software Architect    | LEVEL 3            |                    |
| Business Architect                | LEVEL 3            |                    |
| Business Consultant               | LEVEL 3            |                    |
| Business Transformation Architect | LEVEL 3            |                    |
| Project Executive                 | LEVEL 3            |                    |
| Business Analyst                  | LEVEL 1            |                    |
| Business Analyst                  | LEVEL 2            |                    |
| Business Analyst                  | LEVEL 3            |                    |
| Business System Analyst           | LEVEL 2            |                    |
| Business System Analyst           | LEVEL 3            |                    |
| Change Management Consultant      | LEVEL 3            |                    |
| Tester                            | LEVEL 2            |                    |
| Tester                            | LEVEL 3            |                    |

| OPTION YEAR 2<br>(1 YEAR)         |                    |                    |
|-----------------------------------|--------------------|--------------------|
| Resource Category                 | Level of Expertise | Firm Per Diem Rate |
| Project Manager                   | LEVEL 3            |                    |
| Application/Software Architect    | LEVEL 3            |                    |
| Business Architect                | LEVEL 3            |                    |
| Business Consultant               | LEVEL 3            |                    |
| Business Transformation Architect | LEVEL 3            |                    |
| Project Executive                 | LEVEL 3            |                    |
| Business Analyst                  | LEVEL 1            |                    |
| Business Analyst                  | LEVEL 2            |                    |
| Business Analyst                  | LEVEL 3            |                    |
| Business System Analyst           | LEVEL 2            |                    |
| Business System Analyst           | LEVEL 3            |                    |
| Change Management Consultant      | LEVEL 3            |                    |
| Tester                            | LEVEL 2            |                    |
| Tester                            | LEVEL 3            |                    |

| OPTION YEAR 3<br>(1 YEAR)         |                    |                    |
|-----------------------------------|--------------------|--------------------|
| Resource Category                 | Level of Expertise | Firm Per Diem Rate |
| Project Manager                   | LEVEL 3            |                    |
| Application/Software Architect    | LEVEL 3            |                    |
| Business Architect                | LEVEL 3            |                    |
| Business Consultant               | LEVEL 3            |                    |
| Business Transformation Architect | LEVEL 3            |                    |
| Project Executive                 | LEVEL 3            |                    |
| Business Analyst                  | LEVEL 1            |                    |
| Business Analyst                  | LEVEL 2            |                    |
| Business Analyst                  | LEVEL 3            |                    |
| Business System Analyst           | LEVEL 2            |                    |
| Business System Analyst           | LEVEL 3            |                    |
| Change Management Consultant      | LEVEL 3            |                    |
| Tester                            | LEVEL 2            |                    |
| Tester                            | LEVEL 3            |                    |

**ANNEX C**  
**SECURITY REQUIREMENTS CHECK LIST**

**(SEE ATTACHED DOCUMENT)**

# Annex A

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## Statement of Work

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## 1. TITLE

Canada Border Services Agency (CBSA) requires Informatics Professional Services resources, on an as-and-when-requested basis, to perform various functions within the Commercial Portfolio Directorate (CPD).

## 2. BACKGROUND

The Commercial Portfolio Directorate is responsible for enabling effective and efficient border management through the design, development, implementation, and delivery of large business transformation projects.

The Directorate manages projects according to project lifecycle processes which include the drafting of project charters and plans, and reporting against those plans to ensure adherence to program and business direction and scope of the project. Further, the Directorate's project teams ensure that issue, change and risk management and other required plans and strategies for the project are both articulated and managed.

The Directorate is also responsible for providing services related to the introduction, management (financial, project, etc.), modernization and monitoring of existing and new commercial IT-enabled services, working within the CBSA applicable frameworks.

The Directorate must also ensure that interfaces with Information Technology (IT) application development, architectural and infrastructure specialists are seamless so that IT components can be successfully implemented and released into production in support of projects and services.

The Directorate is also responsible for completing business transformation activities, delivering program and policy requirements through consultations with internal and external stakeholders, and providing business requirements definition, training packages, operational procedures and implementation guidelines for Headquarters, field staff and the trade community.

The Directorate delivers products and services to inform, on-board and provide operational support to clients. To do this, the Directorate offers communication and outreach activities, conducts system testing and onboarding of clients to the CBSA's technical environment and delivers service support offerings (including some 24/7 services) through multiple channels to assist both internal and external clients with real-time technical and processing issues.

## 3. OBJECTIVES

The CBSA uses a service-centric model to design, develop, operate, maintain and enhance services in support of the CBSA's mission and objectives.

IT Enabled Business Support Services for the Commercial portfolio directly support delivery of the CBSA Commercial Program services or functions.

Currently, Commercial Portfolio Support Services includes the following services:

- **Commercial Data Acquisition and Notification Service [CDANS]**
  - This service provides: import and in transit related electronic trade data acquired from importers, carriers, freight forwarders, warehouse operators, brokers and Canada

Post and export-related electronic trade data acquisition from exporters, carriers, freight forwards, brokers and Statistic Canada.

- **Commercial Import/Export Determination Service [CIEDS]**
  - This service supports the determination of admissibility of commercial goods, conveyances and equipment when they arrive in Canada and the control of goods when they leave Canada.
  - This service contributes to the decision to admit the goods into Canada which can take one of the following forms:
    - Goods released
    - Goods authorized to move (for temporary imports or shipments in transit) or,
    - Goods referred for further action
  - This service contributes to the decision to allow the export of goods from Canada to:
    - Control the export of strategic, dangerous, controlled or regulated goods;
    - Control the outbound movement of goods in transit through Canada; and
    - Verify the departure from Canada of currency in accordance with the Proceeds of Crime, Money Laundering and Terrorist Financing Act.
  - This includes support for import movements and goods as well as the requirements of Participating Government Agencies.
- **Commercial Risk Assessment Service [CRAS]**
  - This service supports the assessment of the risk related to the movement of commercial goods, conveyances and equipment prior to their release into Canada to identify threats to the health, safety, and security of Canada's population and the assessment of the risk related to strategic, dangerous or regulated goods that are being exported from Canada.
  - The output of the support service may contribute to a recommendation to examine the goods prior to loading (examination delegated to foreign authority), upon arrival to Canada, prior to release or prior to export.
- **Commercial Trusted Trader Program Membership Service [CTTPMS]**
  - This service provides support for the issuance and maintenance of memberships in Trusted Trader programs. Trusted Trader programs provide trade chain partners who are deemed to be low risk with facilitated border processing. Membership is based upon a standard risk assessment process during application and is subject to re-evaluation during the period of membership.
  - Included in this service is the management of FAST (Free and Secure Trade), CSA (Customs Self-Assessment), PIP (Partners in Protection), and CDRP (Commercial Driver Registration Program) memberships.
  - This service operates on a (partial) cost recovery basis. It uses Revenue Management services to collect and account for fees.
- **Revenue Management Service [RMS]**
  - This service consists of business capabilities that allow the CBSA to support the management and reporting of all tax and non-tax revenue collected by the CBSA either for the CBSA or on behalf of another government department or agency.
- **Trade Program Assessment and Compliance Service [TPACS]**
  - This service consists of a series of capabilities, processes, policies and systems enabling assessing and re-assessing revenue capabilities, including duties and taxes, penalties, interest charges, drawbacks, refunds and remissions, as well as reviews and recourse.
  - This service also identifies who a Commercial client is, their attributes, and how they interact with the CBSA.

- It includes both inward-facing functionality needed for CBSA users and outward-facing functionality to allow commercial clients to enroll as a CBSA Trade Chain Partner in a centralized manner.

New services may be developed or enhanced and existing services may be transformed or disappear over time as the CBSA undertakes business modernization and transformation activities.

#### 4. SCOPE

The Contractor will provide following informatics professional services resource categories on an as and when requested basis for the purpose of supporting the CPD team in the planning, design, development, implementation and management and support of the Directorate's needs.

| RESOURCE CATEGORY                 | LEVEL OF EXPERTISE |
|-----------------------------------|--------------------|
| Application/Software Architect    | 3                  |
| Tester                            | 2                  |
| Tester                            | 3                  |
| Business Analyst                  | 1                  |
| Business Analyst                  | 2                  |
| Business Analyst                  | 3                  |
| Business Architect                | 3                  |
| Business Consultant               | 3                  |
| Business System Analyst           | 2                  |
| Business System Analyst           | 3                  |
| Business Transformation Architect | 3                  |
| Change Management Consultant      | 3                  |
| Project Executive                 | 3                  |
| Project Manager                   | 3                  |

#### 5. TASKS

##### 5.1 APPLICATION/SOFTWARE ARCHITECT – LEVEL 3

The Application/Software Architect, Level 3, will be responsible for, but not limited to, doing the following:

- Designing service, application and technical architectures either for high volume enterprise-wide systems or a major application area with national (country wide) implementation;
- Developing service, application and technical architecture frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements;
- Developing architecture documentation including architecture release options and proposals, architecture design specifications, architecture strategies and architecture plans;
- Identifying the policies and requirements that drive out a particular solution;
- Analyzing and evaluating alternative technology solutions to meet business problems;
- Ensuring the integration of all aspects of technology solutions;
- Monitoring industry trends to ensure that solutions fit with government and industry directions for technology;
- Analyzing functional requirements to identify information, procedures and decision flows;

- Evaluating existing procedures and methods, identifying and documenting database content, structure, and application sub-systems, and developing data dictionary;
- Defining and documenting interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems;
- Defining input and output sources, including detailed plan for technical design phase, and obtaining approval of the system proposal;
- Identifying and documenting system specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions, etc.;
- Ensuring consistency and integration with the organization's and government architectures and business strategies;
- Designing and developing service architecture transition states and future states to provide architecture direction and guidance to inform solutions architecture.
- Evaluating the feasibility of the architecture and technologies related to a business change;
- Identifying risks associated with the architecture and technologies and recommending risk mitigation;
- Recommending alternative solutions, methodologies and strategies; and
- Assisting in the prioritization and assignment of architectural improvements.

**Specialties could include but are not limited to:**

|  |  |   |  |  |  |
|--|--|---|--|--|--|
| ActiveX<br>ADS<br>ASP<br>BPWin<br>C++<br>CICS<br>Cold<br>Fusion<br>CORBA<br>Crystal<br>Reports<br>Delphi | EbXML<br>ERWin<br>HML<br>HTML<br>IBM DB2<br>IDMS<br>Impromptu<br>IMS<br>Informix<br>Ingres<br>J2EE | Java<br>JavaScript<br>JDBC<br>JSP<br>MIL-STD-498<br>MS Access<br>MS SQL<br>.NET<br>Netron/CAP<br>ODBC | OLAP<br>Oracle<br>Oracle CASE<br>Oracle<br>Financials<br>Perl<br>PHP<br>PL/SQL<br>PowerBuilder<br>Rational | Rose<br>RPG<br>RUP<br>SAP<br>SQL Server<br>SQL*DBA<br>SQL*Forms<br>SQL*Menu<br>SQL*Net | SQL*Plus<br>SQL*Report<br>Sybase<br>TCP/IP<br>Unisys DBII<br>Unix<br>Visual Basic<br>Visual C++<br>XML |
|--|--|---|--|--|--|

## 5.2 TESTER - LEVEL 2

The Tester, Level 2, will be responsible for, but not limited to, doing the following:

- Testing, test planning and coordination;
- Supervision of testing in accordance with the plan;
- Management and monitoring of test plans for all levels of testing;
- Management of walkthroughs and reviews related to testing and implementation readiness;
- Status reporting;
- Development of test scenarios and test scripts;
- Establishing and maintaining source and object code libraries for a multi-platform, multi-operating system environment;
- Establishing software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures;
- Establishing and operating "interoperability" testing procedures to ensure that the interaction and co-existence of various software elements, which are proposed to be distributed on the common infrastructure, conform to appropriate departmental standards (e.g. for performance,

- compatibility, etc.) and have no unforeseen detrimental effects on the shared infrastructure;
- Establishing a validation and verification capability which assumes functional and performance compliance;
- Coordinating testing impacts (estimates) of new development, problem reports, and platform modifications for new releases; and
- Participating in workshops and client meetings.

### 5.3 TESTER - LEVEL 3

The Tester, Level 3, will be responsible for, but not limited to, doing the following:

- Testing, test planning and coordination;
- Supervision of testing in accordance with the plan;
- Management and monitoring of test plans for all levels of testing;
- Management of walkthroughs and reviews related to testing and implementation readiness;
- Status reporting;
- Development of test scenarios and test scripts;
- Establishing and maintaining source and object code libraries for a multi-platform, multi-operating system environment;
- Establishing software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures;
- Establishing and operating "interoperability" testing procedures to ensure that the interaction and co-existence of various software elements, which are proposed to be distributed on the common infrastructure, conform to appropriate departmental standards (e.g. for performance, compatibility, etc.) and have no unforeseen detrimental effects on the shared infrastructure;
- Establishing a validation and verification capability which assumes functional and performance compliance;
- Coordinating testing impacts and estimates of new development, problem reports, and platform modifications for new releases;
- Participating in workshops and client meetings;
- Becoming familiar with the projects by reviewing application systems, documentation such as Project Charters, Plans, Models, Prototypes, Business Use Cases (BUCs), and System Use Cases (SUCs); and
- Coaching and mentoring test teams or developers on testing methods, best practices and testing tools.

### 5.4 BUSINESS ANALYST – LEVEL 1

The Business Analyst, Level 1, will be responsible for, but not limited to, doing the following:

- Researching and documenting current state business processes and the supporting information systems;
- Contributing to project-related communications including, but not limited to: briefing notes, decision papers, discussion papers, and presentations;
- Adapting written and verbal communications to the audience as appropriate;
- Coordinating meetings, documenting minutes, tracking decisions, and monitoring action items;
- Providing regular status reports and escalating concerns as appropriate;
- Eliciting business requirements from stakeholders using the most appropriate method for the circumstances; this may include conducting individual consultations, surveys, participating in group sessions and Joint Application Design (JAD) Sessions ;

- Critically evaluating information to identify gaps, reconcile conflicts, decompose high-level information into details, abstract up from low-level information to a general understanding, and distinguish user requests from the underlying true business needs;
- Researching, documenting and illustrating process flows and diagrams;
- Documenting business needs, rules, requirements, and specifications;
- Maintaining traceability of business requirements;
- Delivering work products through the life cycle according to selected departmental methodologies;
- Providing support and subject-matter expertise to business and technical communities including, but not limited to: fellow business analysts, project sponsors, architects, systems analysts, software developers, and testers; and
- Reviewing technical documentation including, but not limited to: systems use cases, systems specifications, and architecture documents.

## 5.5 BUSINESS ANALYST – LEVEL 2

The Business Analyst, Level 2, will be responsible for, but not limited to, doing the following:

- Contributing to the assessment of the organization's capacity and capability to undertake and successfully deliver an initiative or a change;
- Researching and documenting current state business processes and the supporting information systems;
- Processing business problems into solutions or new opportunities and initiatives, and providing recommendations;
- Providing recommendations on a range of issues affecting the organization's ability to achieve the project's business objectives;
- Conducting research and presenting findings through a variety of means including, but not limited to: briefing notes, decision papers, discussion papers, and presentations;
- Adapting written and verbal communications to the audience as appropriate;
- Coordinating and leading meetings, documenting minutes, tracking decisions, and monitoring action items;
- Providing regular status reports and escalating concerns as appropriate;
- Identifying and analyzing risks and issues, especially related to requirements;
- Contributing to measures to mitigate and control risks and issues;
- Eliciting business requirements from stakeholders using the most appropriate method for the circumstances; this may include conducting individual consultations, surveys, facilitating group sessions and facilitating Joint Application Design (JAD) Sessions;
- Critically evaluating information to identify gaps, reconcile conflicts, decompose high-level information into details, abstract up from low-level information to a general understanding, and distinguish user requests from the underlying true business needs;
- Researching, documenting and illustrating process flows and diagrams;
- Documenting business needs, rules, requirements, and specifications;
- Maintaining traceability of business requirements;
- Delivering work products through the life cycle according to selected departmental methodologies;
- Identifying the need for changes and amendments as appropriate to meet evolving business needs;
- Providing support and subject-matter expertise to business and technical communities including, but not limited to: fellow business analysts, project sponsors, architects, systems analysts, software developers, and testers;

- Reviewing technical documentation including, but not limited to: systems use cases, systems specifications, and architecture documents; and
- Reviewing project management documentation including, but not limited to: project charters, plans, and schedules.

### 5.6 BUSINESS ANALYST – LEVEL 3

The Business Analyst, Level 3, will be responsible for, but not limited to, doing the following:

- Advising on the organization's capacity and capability to undertake and successfully deliver an initiative or a change;
- Researching and documenting current state business processes and the supporting information systems;
- Providing strategic advice on the transformation of business problems into solutions or new opportunities and initiatives;
- Delivering recommendations on a range of issues affecting the organization's ability to achieve the project's business objectives;
- Conducting research and presenting findings through a variety of means including, but not limited to: briefing notes, decision papers, discussion papers, and presentations;
- Adapting written and verbal communications to the audience as appropriate, up to and including senior management and executives;
- Leading meetings, documenting minutes, tracking decisions, and monitoring action items;
- Providing regular status reports and escalating concerns as appropriate;
- Identifying and analyzing risks and issues, especially related to requirements;
- Implementing and advising on measures to mitigate and control risks and issues;
- Eliciting business requirements from stakeholders using the most appropriate method for the circumstances; this may include conducting individual consultations, surveys, facilitating group sessions and facilitating Joint Application Design (JAD) Sessions;
- Critically evaluating information to identify gaps, reconcile conflicts, decompose high-level information into details, abstract up from low-level information to a general understanding, and distinguish user requests from the underlying true business needs;
- Researching, documenting and illustrating process flows and diagrams;
- Documenting business needs, rules, requirements, and specifications;
- Maintaining traceability of business requirements;
- Ensuring that work products are delivered through the life cycle according to selected departmental methodologies;
- Monitoring project scope and identifying the need for changes and amendments as appropriate to meet evolving business needs;
- Providing support and subject-matter expertise to business and technical communities including, but not limited to: fellow business analysts, project sponsors, architects, systems analysts, software developers, and testers;
- Reviewing technical documentation including, but not limited to: systems use cases, systems specifications, and architecture documents;
- Reviewing and updating project management documentation including, but not limited to: project charters, plans, and schedules;
- Mentoring business analysts; and
- Ensuring comprehensive knowledge transfer.

### 5.7 BUSINESS ARCHITECT – LEVEL 3

The Business Architect, Level 3, will be responsible for, but not limited to, doing the following:

- Developing policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization's actual and planned capabilities in terms of computers, data, information, human resources, communication facilities, software and management responsibilities;
- Advising on the creation and implementation of commercial business processes;
- Developing business architecture to align organization with strategic objectives;
- Developing the specifications for where, how and why the various organizational components fit together as they do, and how they support the organization's mandate;
- Creating presentations and use cases; consulting and presenting to various stakeholders, and facilitating meetings and discussions;
- Constant training and provisioning of guidance of CBSA staff who are working on service management or projects, which includes transfer of knowledge;
- Developing and coordinating policies, processes and systems related to commercial risk assessment, border passage processing, and collection and processing of advance reporting information in electronic and paperless communication methods;
- Performing mapping of World Custom Organization data model and the EDIFACT standards;
- Ensuring consistency and integration with the organization's and government architectures and business strategies;
- Evaluating the feasibility of the architecture and technologies related to a business change;
- Identifying risks associated with the architecture and technologies and recommending risk mitigation;
- Analyzing and recommending alternative solutions, methodologies and strategies;
- Assisting in the prioritization and assignment of architectural improvements; and
- Development of a service architectural strategy and plan.

**Specialties could include but are not limited to:**

- BPWin
- Oracle CASE
- Rational Rose
- RUP
- Qualiware
- Archimate
- BPMN

### 5.8 BUSINESS CONSULTANT – LEVEL 3

The Business Consultant, Level 3, will be responsible for, but not limited to, doing the following:

- Analyzing, evaluating, developing business processes (financial, operational, systems, etc.);
- Identifying organizational and project business opportunities for improvement and streamlining of business processes;
- Identifying, developing and evaluating critical success parameters, factors and performance measurements;
- Co-ordinating other stakeholders in development and implementation of business improvement processes and programs;
- Co-ordinating architecture documentation including architecture release options and proposals, architecture design specifications, architecture strategies and architecture plans;
- Analysis and development of architecture requirements design inventories and matrices, process identification and development, process mapping;
- Managing business requirements by translating business objectives into systems requirements;

- Managing interim state business requirements and business processes as the CBSA architecture, services and applications evolve from current state to its final end-state vision;
- Developing external client documentation – user guides and training manuals;
- Developing practical and sound research methods for analyzing, planning and executing the evolution commercial services and applications;
- Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports or documents;
- Performing Strength, Weaknesses, Opportunities and Threats (SWOT) analysis;
- Developing and assisting with a test strategy for the emerging technologies and new initiatives or projects;
- Developing service application and project deployment plans and Release schedules; and
- Providing training, coaching and guidance to service management and project team; including the sharing of best practices and knowledge transfer.

#### 5.9 BUSINESS SYSTEM ANALYST – LEVEL 2

The Business System Analyst, Level 2, will be responsible for, but not limited to, doing the following:

- Writing a detailed statement of requirements for the proposed alternative recommended in the preliminary analysis report;
- Performing business analysis of functional requirements to identify information, procedures, and decision flows;
- Documenting existing procedures and methods, identify and documents items such as database content, structure, application subsystems, and develop data dictionary;
- Documenting interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems;
- Analysis and development of business requirements inventories and matrices, business process identification and development, process mapping to business requirements and applications;
- Managing business requirements by translating business objectives into systems requirements;
- Preparing acceptance test criteria with client; and
- Supporting and using the selected departmental methodologies.

**Specialties could include but are not limited to:**

- BPWin
- Oracle CASE
- Rational Rose
- RUP

#### 5.10 BUSINESS SYSTEM ANALYST – LEVEL 3

The Business System Analyst, Level 3, will be responsible for, but not limited to, doing the following:

- Developing and documenting a detailed statement of requirements for the proposed alternative recommended in the preliminary analysis report;
- Performing business analysis of functional requirements to identify information, procedures, and decision flows;
- Evaluating existing procedures and methods, identifying and documenting items such as database content, structure, application subsystems, and developing data dictionary;
- Defining and documenting interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems;

- Identifying candidate business processes for re-design, prototyping potential solutions, providing trade-off information and suggesting a recommended course of action. Identifying the modifications to the automated processes;
- Analysis and development of business requirements inventories and or matrices, business process identification and development, process mapping to business requirements and applications;
- Managing business requirements by translating business objectives into systems requirements;
- Establishing acceptance test criteria with client; and
- Supporting and using the selected departmental methodologies.

**Specialties could include but are not limited to:**

- BPWin
- Oracle CASE
- Rational Rose
- RUP

### 5.11 BUSINESS TRANSFORMATION ARCHITECT – LEVEL 3

The Business Transformation Architect, Level 3, will be responsible for, but not limited to, doing the following:

- Analysis and development of business success Critical Success Factors;
- Analysis and development of architecture requirements design, process development, process mapping and training;
- Responsible for leading other functional staff to define business strategy and processes in support of transformation and change management activities;
- Participating in change impact analysis and change management activities;
- Participating in organizational realignment, job redesign, organizational restructuring;
- Coordinating development of training and coordination with other stakeholders;
- Creating presentations and presenting to various stakeholders, and facilitating meetings and discussions;
- Providing or modifying the business contextual details required to develop systems to automate key business processes to allow the proper evaluation of the impacts of the new technology on the business in order to plan and design a successful implementation plan;
- Depicting, through Business Use Cases (BUCs) and a series of models and diagrams, the “As-Is” and the “To-Be” business process; and
- Constant training and provisioning of guidance of junior staff, which includes transfer of knowledge.

### 5.12 CHANGE MANAGEMENT CONSULTANT – LEVEL 3

The Change Management Consultant, Level 3, will be responsible for, but not limited to, doing the following:

- Analysis and development of business Critical Success Factors;
- Analysis and development of architecture requirements design, process development, process mapping and training;
- Responsible for defining business strategy and processes in support of transformation and change management activities;
- Participating in change impact analysis and change management activities;

- Participating in organizational realignment (job re-design organizational re-structuring);
- Coordinating development of training and coordinating with other stakeholders;
- Creating presentations and present to various stakeholders, and facilitating meetings and discussions; and
- Constant training and provisioning of guidance of CBSA junior staff who are working on projects, which includes transfer of knowledge.

### 5.13 PROJECT EXECUTIVE – LEVEL 3

The Project Executive, Level 3, will be responsible for, but not limited to, doing the following:

- Defining and documenting project objectives, determining budget requirements;
- Meeting with CBSA executives to ensure all (internal and external) stakeholders are committed and moving forward on project goals;
- Managing and mentor project managers;
- Leading Critical Design Review(s) of IT enabled projects through various phases of project gating (project gating represents key decision point in a project lifecycle phase) and approval processes;
- Authorising or rejecting proposed changes to cost or timescale beyond tolerance levels and all proposed changes to scope, checking for possible effects on the Business Case;
- Maintaining awareness and providing strategic direction for implementation of the World Customs Organization Standards;
- Ensuring Risks and Issues are being tracked and mitigated and resolved;
- Liaising with Program or Corporate Management on progress;
- Organising and chairing meetings of the Project Board and report to Project Director;
- Advising on the project's continuance or early closure at stage review gate meetings of the Project Board;
- Documenting formal closure of the project; and
- Holding a Post-Project Review to ensure benefits are realised.

### 5.14 PROJECT MANAGER – LEVEL 3

The Project Manager, Level 3, will be responsible for, but not limited to, doing the following:

- Managing the project during the development, implementation and operations start-up by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters;
- Formulating statements of problems; establishing procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtaining approval thereof;
- Defining and documenting the objectives for the project; determining budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;
- Reporting progress of the project on an ongoing basis and at scheduled points in the life cycle;
- Meeting in conference with stakeholders and other project managers and states problems in a form capable of being solved;
- Preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems; working with a variety of project management tools;
- Facilitating project sign-off;
- Leading business requirements and modeling workshop facilitation sessions with internal and external stakeholders;
- Developing standardized tools, templates and methods for the gathering of business requirements and modeling of the business architecture; and

- Constant training and provisioning of guidance of CBSA junior staff who are working on projects, which includes transfer of knowledge.

## 6. CLIENT SUPPORT

CBSA will provide the resources with a workstation, computer and telephones, email address (where applicable and available) and all necessary materials to perform their functions. Some resources may be required to work off-site, which may require the use of a CBSA laptop or other computer.

## 7. DELIVERABLES

The Contractor will provide various reports, plans, work breakdown structures, schedules and other related documents as specified in the applicable Task Authorization. All deliverables are to be submitted in English and as described in each Task Authorization.

## 8. SERVICE LEVELS

### **Normal Working Hours**

Normal working hours will be no earlier than 7:00am to no later than 6:00pm EST Monday through Friday (with the exception of statutory holidays as defined by the province of work). The resources will be expected to work 7.5 hours a day within normal working hours, unless arrangements are made ahead of time with the Technical Authority. The Technical Authority will authorize additional hours of work in advance, at the same per diem rate included in the contract. The resources will normally work during regular business hours, on CBSA's site, unless otherwise agreed upon by the Contractor and the Technical Authority. For the duration of the Contract all resources must be available to work outside normal office hours as required.

### **Outside Normal Working Hours and Callback**

The Contractor's resources might also be requested to work outside normal working hours or during week-ends to perform urgent tasks, fix production, pre-production, or proof-of-concept tasks and problems. All time worked will be compensated in accordance with Annex B.

### **Work Location**

The Work will be performed on CBSA premises located within the National Capital Region. Over the duration of the Contract, the main location of business of CBSA's various locations or Branches may change but will remain in the National Capital Region (NCR), and no costs will be paid by CBSA to the Contractor to compensate for any costs associated with transition from one Work location to another. There may be occasional meetings at other locations in the NCR or at other Government of Canada premises, but no significant travel will be required. All expenses for travel within the NCR are to be paid by the Contractor.

Upon verification with the departmental security officer, the Technical Authority may authorize the resources to telework on a part-time basis.

## GLOSSARY

| Acronym or Term                   | Definition   |
|-----------------------------------|--|
| As-Is business process            | An “as is” business process defines the current state of the business process in an organization. Typically the analysis goal in putting together the current state process is to clarify exactly how the business process works today, kinks and all.   |
| Business Case                     | A business case captures the reasoning for initiating a project or task. It is often presented in a well-structured written document, but may also come in the form of a short verbal agreement or presentation  |
| Business Use Cases                | A primary purpose of the model of business use cases and actors is to describe how the business is used by its customers and partners. Activities that directly concern the customer, or partner, as well as supporting or managerial tasks that indirectly concern the external party can be presented.               |
| CBSA Trade Chain Partner          | An enterprise that is directly involved in the importation or cross-border movement of goods imported into or transported through Canada.  |
| Corporate Management              | The <u>process</u> of leading, administrating and <u>directing a company</u> . <u>Business</u> tasks often performed by corporate management might include <u>strategic planning</u> , as well as managing company resources and applying them toward attaining the company's objectives.                              |
| Critical Design Review            | A Critical Design Review (CDR) is a multi-disciplined technical review to ensure that a system can proceed into fabrication, demonstration, and test and can meet stated performance requirements within cost, schedule, and risk.   |
| Critical Success Factors          | Critical success factors (CSFs), also known as Key Results Areas (KRAs), refer to the activities that must be completed to a high standard of quality in order to achieve the goals of your project. CSFs are a way to prioritize certain tasks as the project plan is being executed                                  |
| EDIFACT                           | The international standard for electronic data interchange (EDI). The term stands for Electronic Data Interchange For Administration, Commerce and Transport.  |
| Issues                            | Issue management is the process of identifying and resolving issues. Problems with staff or suppliers, technical failures, material shortages – these might all have a negative impact on your project   |
| Joint Application Design Sessions | Joint application design (JAD) is a process used in the life cycle area of the dynamic systems development method (DSDM) to collect business requirements while developing new information systems for a company.  |
| Models                            | A business model describes the rationale of how an organization creates, delivers, and captures value, in economic, social, cultural or other contexts. The process of business model construction and modification is also called business model innovation and forms a part of business strategy                     |
| Plans                             | Project planning is the process of establishing the scope, defining the objectives and steps to obtain them. It is one of the most important of the processes that make up project management. The output of the project planning process is a project management plan.  |
| Post-Project Review               | A Post-Implementation Review (PIR) is conducted after completing a project. Its purpose is to evaluate whether project objectives were met, to determine how effectively the project was run, to learn lessons for the future, and to ensure that the organization gets the greatest possible benefit from the project |

|                                      |   |
|--------------------------------------|---|
| Program Management                   | Program management is the process of managing several related projects, often with the intention of improving an organization's performance.  |
| Project Board                        | The Project Board is part of the PRINCE2 Project Management Structure. The Project Board is responsible for the success of the project based on instruction from corporate / program management. The Project Board establishes the constraints in which the Project Manager operates.   |
| Project Charters                     | It provides a preliminary delineation of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, and defines the authority of the project manager. It serves as a reference of authority for the future of the project. The terms of reference are usually part of the project charter.  |
| Project Director                     | A project director is a project management role in which an individual strategically oversees, monitors and manages an IT project from an executive level. As the most responsible authority over a project, this individual is charged with managing IT team members and allocated resources.  |
| Prototypes                           | A prototype is an early sample, model, or release of a product built to test a concept or process or to act as a thing to be replicated or learned from. It is a term used in a variety of contexts, including semantics, design, electronics, and software programming.  |
| Risks                                | According to the Project Management Institute's PMBOK, Risk management is one of the ten knowledge areas in which a project manager must be competent. Project risk is defined by PMI as, "an uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives  |
| System Use Cases                     | In software and systems engineering, a use case is a list of actions or event steps typically defining the interactions between a role (known in the Unified Modeling Language as an actor) and a system to achieve a goal. The actor can be a human or other external system.  |
| To-Be business process               | A "to be" business process defines the future state of a business process in an organization. Typically the analysis goal in putting together the future state process is to clarify how the business process will work, at some point in the future, once changes are made.  |
| World Custom Organization            | The World Customs Organization (WCO), established in 1952 as the Customs Co-operation Council (CCC) is an independent intergovernmental body whose mission is to enhance the effectiveness and efficiency of Customs administrations.<br><br>Website: <a href="http://www.wcoomd.org/en/about-us/what-is-the-wco.aspx">http://www.wcoomd.org/en/about-us/what-is-the-wco.aspx</a>   |
| World Customs Organization Standards | The WCO Secretariat hopes that Members of the Organization and its partners from the business community and other international organizations will find the SAFE Package and its contents a valuable aid both in understanding the dynamics of this major WCO instrument and in its global application and implementation<br><br>Website: <a href="http://www.wcoomd.org/en/topics/facilitation/instrument-and-tools/tools/safe_package.aspx">http://www.wcoomd.org/en/topics/facilitation/instrument-and-tools/tools/safe_package.aspx</a> |



## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

#### A. General Information / Informations générales

Contract Number / Numéro du contrat :

Contractor Name / Nom du Contracteur :

Task Authorization (TA) No.  
N° de l'autorisation de tâches (AT) :

Commitment No.  
N° de l'engagement :

Financial Coding  
Code financier :

Date of Issuance  
Date d'émission :

Response required by  
Réponse requise  
d'ici le :

#### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

#### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

| Category and Level<br>Catégorie et Niveau | Estimated Level of<br>Effort (days) / Niveau<br>d'effort estimatif<br>(jours) | Linguistic Profile / Profile<br>linguistique | Required Level(s) of<br>Security /<br>Niveau(x) de sécurité<br>requis |
|---|---|--|---|
|   |   |  |   |

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

#### Period of Services / Période de service:

Initial Start Date / Date de début initiale :

Initial End Date / Date de fin initiale :

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

| Optional End Date(S) / Date(s) de fin optionnelle(s) | Status / Statut                              |
|--|--|
|  | <input type="radio"/> In Effect / en vigueur |

Travel Requirement(s) / Exigence(s) de voyage :

n/a

Work Location(s) / Lieu(x) de travail :

### PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

#### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

| Name / Nom<br>Category and Level / Catégorie et Niveau | PWGSC Security File No. /<br>N° du dossier de sécurité<br>TPSGC | Linguistic Profile /<br>Profil linguistique | Per Diem Rate /<br>Taux journalier | Estimated Level of<br>Effort (days) / Niveau<br>d'effort estimatif<br>(jours) | Total Estimated Cost /<br>Coût total estimatif |
|--|---|---|------------------------------------|---|--|
| 0  |   |   |                                    |   | \$0.00   |
| 0  |   |   |                                    |   | \$0.00   |

|   |  |
|---|--|
| Estimated Cost / Coût estimatif   | <b>\$0.00</b>  |
| Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie | \$0.00   |
| <b>Total Estimated Cost / Coût total estimatif</b>                                | <b>\$0.00</b>  |
| Check applicable Basis of Payment /<br>Cocher la Base de Paiement applicable :    | Maximum Price /<br>Prix Maximum : <input type="checkbox"/> Firm Price /<br>Prix Ferme : <input type="checkbox"/> |

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

|   |  |  |  |
|---|--|--|--|
| By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.<br><br>The client's authorization limit is <b>\$250,000</b> . When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization. |  | En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.<br><br>La limite d'autorisation du client est <b>\$250,000</b> . Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation. |  |
| Name of Authorized Client / Nom du client autorisé _____  |  | Name of Contracting Authority / Nom de l'autorité contractante _____   |  |
| Date _____  |  | Date _____   |  |
| Signature _____   |  | Signature _____  |  |

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

|  |  |  |           |      |
|--|--|--|-----------|------|
| Name and Title of individual authorized to sign on behalf of the Contractor /<br>Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur |  |  | Signature | Date |
|--|--|--|-----------|------|

## APPENDIX C TO ANNEX A

### RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

#### 1.0 MANDATORY RESOURCE REQUIREMENTS

##### 1.1 Application/Software Architect – Level 3

| <b>Name of proposed Resource:</b> _____  |   |                         |     |         |
|--|---|-------------------------|-----|---------|
| <b>The Contractor MUST demonstrate that the proposed Application/Software Architect – Level 3 has:</b> |   |                         |     |         |
| Criteria   | Mandatory Requirement   | Contractor's response   |     |         |
|  |   | INSERT PAGE # OF RESUME | Met | Not Met |
| <b>M.1</b>   | A minimum of ten years of experience developing all of the following:<br>(1) service or application or technical architectures;<br>(2) Architecture frameworks; and<br>(3) Architecture strategies.<br>to meet business and application requirements. |                         |     |         |
| <b>M.2</b>   | A minimum of 2 Information Management/Information Technology (IM/IT) projects developing technical architectures, frameworks and strategies.<br>Each project referenced must be a minimum of 6 months duration to be considered.                      |                         |     |         |
| <b>M.3</b>   | A minimum of 2 IM/IT projects conducting architecture options analysis, developing and documenting solutions architectures<br>Each project referenced must be a minimum of 6 months duration to be considered.  |                         |     |         |

| <b>Name of proposed Resource:</b> _____  |  |                         |     |         |
|--|--|-------------------------|-----|---------|
| <b>The Contractor MUST demonstrate that the proposed Application/Software Architect – Level 3 has:</b> |  |                         |     |         |
| Criteria   | Mandatory Requirement  | Contractor's response   |     |         |
|  |  | INSERT PAGE # OF RESUME | Met | Not Met |
| <b>M.4</b>   | <p>A minimum of 5 years of experience designing and applying technical architecture for border passage processing or risk assessment concepts related to either:</p> <p>(1) the collection or processing of advance reporting information in electronic or paperless communication methods; or</p> <p>(2) border passage processing systems; or</p> <p>(3) automated risk assessment processing</p> <p>for an organization involved in the assessment of risk and operational surveillance.</p>      |                         |     |         |
| <b>M.5</b>   | <p>A minimum of 1 year of experience designing a system(s) that incorporates at least 2 of the 7 following technologies:</p> <ul style="list-style-type: none"> <li>• IBM Master Data Management (MDM)</li> <li>• IBM Quality Stage Address Verification Interface (AVI)</li> <li>• IBM LanguageWare</li> <li>• IBM Operational Decision Management (ODM).</li> <li>• Service –oriented Architecture technologies</li> <li>• SAP Applications</li> <li>• IBM Websphere Application Server</li> </ul> |                         |     |         |
| <b>M.6</b>   | <p>A minimum of 3 years of experience designing a system(s) that uses IBM Websphere MQ (MQSeries) to integrate and transport data from disparate systems.</p>  |                         |     |         |

1.2 Tester – Level 2

| Name of proposed Resource: _____  |  |                         |     |         |
|---|--|-------------------------|-----|---------|
| The Contractor MUST demonstrate that the proposed Tester – Level 2 has: |  |                         |     |         |
| Criteria  | Mandatory Requirement  | Contractor's response   |     |         |
|   |  | INSERT PAGE # OF RESUME | Met | Not Met |
| M.1   | A minimum of 3 years of experience, within the last 5 years, in developing automated test scripts using standard automated testing tools.  |                         |     |         |
| M.2   | A minimum of 2 years of experience, within the last 5 years, in developing and executing automated test cases and test plans using standard automated testing tools.   |                         |     |         |
| M.3   | A minimum of 5 years of experience, within the last ten years, developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts, test analysis and reporting. |                         |     |         |
| M.4   | A minimum of 3 years of experience testing an application for an entire Software Development Lifecycle (SDLC).   |                         |     |         |

1.3 Tester – Level 3

| Name of proposed Resource: _____  |   |                         |     |         |
|---|---|-------------------------|-----|---------|
| The Contractor MUST demonstrate that the proposed Tester – Level 3 has: |   |                         |     |         |
| Criteria  | Mandatory Requirement   | Contractor's response   |     |         |
|   |   | INSERT PAGE # OF RESUME | Met | Not Met |
| M.1   | A minimum of 5 years of experience, within the last 7 years prior to the issuance date of the draft TA, in developing automated test scripts using standard automated testing tools.                            |                         |     |         |
| M.2   | A minimum of 5 years of experience, within the last 7 years prior to the issuance date of the draft TA, in developing and executing automated test cases and test plans using standard automated testing tools. |                         |     |         |
| M.3   | A minimum of ten years of experience developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts, test analysis and reporting.                              |                         |     |         |
| M.4   | A minimum of 5 years of experience testing an application for an entire Software Development Lifecycle (SDLC)   |                         |     |         |
| M.5   | A minimum of 5 years of experience in testing applications.   |                         |     |         |

#### 1.4 Business Analyst – Level 1

| Name of proposed Resource: _____  |   |                         |     |         |
|---|---|-------------------------|-----|---------|
| The Contractor MUST demonstrate that the proposed Business Analyst – Level 1 has: |   |                         |     |         |
| Criteria  | Mandatory Requirement   | Contractor's response   |     |         |
|   |   | INSERT PAGE # OF RESUME | Met | Not Met |
| <b>M.1</b>  | A minimum of 1 year of experience completing at least 50% of the tasks detailed in the SOW for a Business Analyst - Level 1.  |                         |     |         |
| <b>M.2</b>  | Experience providing professional services as a Business Analyst for at least 2 IM/IT related projects within the last 5 years.<br><br>Each project referenced must be a minimum of 3 months duration to be considered. |                         |     |         |

#### 1.5 Business Analyst – Level 2

| Name of proposed Resource: _____  |   |                         |     |         |
|---|---|-------------------------|-----|---------|
| The Contractor MUST demonstrate that the proposed Business Analyst – Level 2 has: |   |                         |     |         |
| Criteria  | Mandatory Requirement   | Contractor's response   |     |         |
|   |   | INSERT PAGE # OF RESUME | Met | Not Met |
| <b>M.1</b>  | A minimum of 5 years of experience completing at least 50% of the tasks detailed in Article 5 of Annex A (SOW) for a Business Analyst - Level 2.  |                         |     |         |
| <b>M.2</b>  | Experience providing professional services as a Business Analyst on at least 3 IM/IT related projects within the last 5 years prior to the issuance date of the draft TA.<br><br>Each project referenced must be a minimum of 3 months duration to be considered. |                         |     |         |

**1.6 Business Analyst – Level 3**

| Name of proposed Resource: _____   |   |                         |     |         |
|--|---|-------------------------|-----|---------|
| The Contractor <b>MUST</b> demonstrate that the proposed Business Analyst – Level 3 has: |   |                         |     |         |
| Criteria   | Mandatory Requirement   | Contractor's response   |     |         |
|  |   | INSERT PAGE # OF RESUME | Met | Not Met |
| <b>M.1</b>   | A minimum of ten years of experience performing business analyses of functional requirements.   |                         |     |         |
| <b>M.2</b>   | A minimum of 5 years of experience conducting requirements gathering sessions and documenting the current state, the As-Is business processes and the supporting information systems.                           |                         |     |         |
| <b>M.3</b>   | A minimum of 5 years of experience developing process analysis and functional specifications to support the development of automated business processes.  |                         |     |         |
| <b>M.4</b>   | A minimum 5 years of experience in conducting interviews and workshops with business and technical communities.   |                         |     |         |
| <b>M.5</b>   | A minimum of 2 years of experience performing business analyses of functional requirements on a project involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders. |                         |     |         |

**1.7 Business Architect – Level 3**

| Name of proposed Resource: _____   |   |                         |     |         |
|--|---|-------------------------|-----|---------|
| The Contractor <b>MUST</b> demonstrate that the proposed Business Architect – Level 3 has: |   |                         |     |         |
| Criteria   | Mandatory Requirement   | Contractor's response   |     |         |
|  |   | INSERT PAGE # OF RESUME | Met | Not Met |
| <b>M.1</b>   | A minimum of ten years of experience developing policies and rules to support an organization's mandate and functional responsibilities.  |                         |     |         |
| <b>M.2</b>   | A minimum of 2 IM/IT projects developing specifications, presentations and use cases.<br><br>Each project referenced must be a minimum of 6 months duration to be considered.   |                         |     |         |
| <b>M.3</b>   | A minimum of 5 years of experience developing and coordinating policies, processes and systems related to either:<br><br>(1) the collection or processing of advance reporting information in electronic or paperless communication methods; or<br>(2) border passage processing systems; or<br>(3) automated risk assessment processing;<br><br>for an organization involved in the assessment of risk and operational surveillance. |                         |     |         |
| <b>M.4</b>   | A minimum of 2 years of experience in the development of:<br><br>(1) data acquisition strategies or border passage processing systems; and<br><br>(2) statement of requirements.  |                         |     |         |

1.8 Business Consultant – Level 3

| Name of proposed Resource: _____   |   |                         |     |         |
|--|---|-------------------------|-----|---------|
| The Contractor MUST demonstrate that the proposed Business Consultant – Level 3 has: |   |                         |     |         |
| Criteria   | Mandatory Requirement   | Contractor's response   |     |         |
|  |   | INSERT PAGE # OF RESUME | Met | Not Met |
| M.1  | A minimum of 1 project managing business requirements by translating business objectives into systems requirements on an IM/IT project.<br><br>Project referenced must be a minimum of 6 months duration to be considered.                                |                         |     |         |
| M.2  | A minimum of ten years of experience completing at least 50% of the tasks detailed in Article 5 of Annex A (SOW) for a Business Consultant – Level 3.   |                         |     |         |
| M.3  | A minimum of 2 years of experience defining requirements and business processes and managing issues and risks related to the implementation of software applications for an organization involved in the assessment of risk and operational surveillance. |                         |     |         |

1.9 Business System Analyst – Level 2

| Name of proposed Resource: _____   |   |                         |     |         |
|--|---|-------------------------|-----|---------|
| The Contractor MUST demonstrate that the proposed Business System Analyst – Level 2 has: |   |                         |     |         |
| Criteria   | Mandatory Requirement   | Contractor's response   |     |         |
|  |   | INSERT PAGE # OF RESUME | Met | Not Met |
| M.1  | A minimum of 5 years of experience working on IM/IT initiatives developing and documenting statement of requirements and performing business analyses of functional requirements. |                         |     |         |
| M.2  | A minimum of 5 years of experience developing and documenting detailed statement of requirements for IM/IT projects.  |                         |     |         |
| M.3  | A minimum of 5 years of experience performing business analyses of functional requirements to identify information, procedures, and decision flows.                               |                         |     |         |

1.10 Business System Analyst – Level 3

| Name of proposed Resource: _____   |   |                         |     |         |
|--|---|-------------------------|-----|---------|
| The Contractor MUST demonstrate that the proposed Business System Analyst – Level 3 has: |   |                         |     |         |
| Criteria   | Mandatory Requirement   | Contractor's response   |     |         |
|  |   | INSERT PAGE # OF RESUME | Met | Not Met |
| M.1  | A minimum of ten years of experience working on IM/IT initiatives developing and documenting statement of requirements and performing business analyses of functional requirements. |                         |     |         |
| M.2  | A minimum of 5 years of experience developing and documenting detailed statement of requirements for IM/IT projects.  |                         |     |         |
| M.3  | A minimum of 5 years of experience performing business analyses of functional requirements to identify information, procedures, and decision flows.                                 |                         |     |         |

**1.11 Business Transformation Architect – Level 3**

| Name of proposed Resource: _____  |   |                         |     |         |
|---|---|-------------------------|-----|---------|
| The Contractor <b>MUST</b> demonstrate that the proposed Business Transformation Architect – Level 3 has: |   |                         |     |         |
| Criteria  | Mandatory Requirement   | Contractor's response   |     |         |
|   |   | INSERT PAGE # OF RESUME | Met | Not Met |
| <b>M.1</b>  | A minimum of ten years of experience analyzing and developing architecture requirements design, process development, and process mapping.   |                         |     |         |
| <b>M.2</b>  | Experience analyzing and developing architecture requirements design, process development, and process mapping on an IM/IT project.<br><br>Project referenced must be a minimum of 6 months duration to be considered.            |                         |     |         |
| <b>M.3</b>  | A minimum of 2 years of experience in the development of data acquisition strategies or statement of requirements   |                         |     |         |
| <b>M.4</b>  | A minimum of 4 years of experience defining and negotiating business and program requirements with personnel in headquarters, and personnel in one of:<br><br>(a) regional offices in Canada; or<br><br>(b) international offices |                         |     |         |

1.12 Change Management Consultant – Level 3

| Name of proposed Resource: _____  |   |                         |     |         |
|---|---|-------------------------|-----|---------|
| The Contractor MUST demonstrate that the proposed Change Management Consultant – Level 3 has: |   |                         |     |         |
| Criteria  | Mandatory Requirement   | Contractor's response   |     |         |
|   |   | INSERT PAGE # OF RESUME | Met | Not Met |
| M.1   | A minimum of ten years of experience working on IM/IT initiatives in analyzing and developing architecture requirements design, process development and process mapping.  |                         |     |         |
| M.2   | A minimum of 5 years of experience in evaluating the impact of business transformation and changes in a Large-Scale* work environment.<br><br>*Large-Scale is defined as an organization with over 5,000 employees. |                         |     |         |
| M.3   | A minimum of 5 years of experience in developing new business policies and procedures to support business changes and transformation.   |                         |     |         |

1.13 Project Executive – Level 3

| Name of proposed Resource: _____   |  |                         |     |         |
|--|--|-------------------------|-----|---------|
| The Contractor MUST demonstrate that the proposed Project Executive – Level 3 has: |  |                         |     |         |
| Criteria   | Mandatory Requirement  | Contractor's response   |     |         |
|  |  | INSERT PAGE # OF RESUME | Met | Not Met |
| M.1  | A minimum of ten years of experience, within the last fifteen years prior to the issuance date of the draft TA, in liaising with stakeholders and management and providing risk management on IT enabled projects which were governed and managed through a staged review gating approach. |                         |     |         |
| M.2  | Experience managing 1 IT enabled project* involving 2 or more stakeholders.<br><br>*The project must have a minimum duration of 6 months and a total project expenditure of \$100M or more.  |                         |     |         |

1.14 Project Manager – Level 3

| Name of proposed Resource: _____   |   |                         |     |         |
|--|---|-------------------------|-----|---------|
| The Contractor MUST demonstrate that the proposed Project Manager – Level 3 has: |   |                         |     |         |
| Criteria   | Mandatory Requirement   | Contractor's response   |     |         |
|  |   | INSERT PAGE # OF RESUME | Met | Not Met |
| M.1  | A minimum of 5 years of experience managing a project during the development, implementation and operational phases to meet the project requirements on a project involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders. |                         |     |         |
| M.2  | A minimum of 5 years of experience working with Microsoft Project for the purpose of reporting against project milestones.  |                         |     |         |
| M.3  | A minimum of 5 years' experience in the development of project-related documentation such as charters, plans and schedules.   |                         |     |         |

## 2.0 RATED RESOURCE REQUIREMENTS

### 2.1 Application/Software Architect - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Application/Software Architect – Level 3 has:

| Criteria   | Rated Requirement   | Maximum Points | Point Allocation   | Substantiating Information, Cross Reference to Proposal |
|------------|---|----------------|--|---|
| <b>R.1</b> | Experience designing systems that provide secure access to a minimum of 100 external or independent businesses.                       | 10             | 0 to 1 year = 0 points<br>1+ to 3 years = 2 points<br>3+ to 5 years = 5 points<br>5+ years = 10 points |   |
| <b>R.2</b> | Experience in designing Information Management/Information Technology (IM/IT) systems that operate 24 hours per day, 7 days per week. | 10             | 0 to 1 year = 0 points<br>1+ to 3 years = 2 points<br>3+ to 5 years = 5 points<br>5+ years = 10 points |   |

|            |  |    |  |  |
|------------|--|----|--|--|
| <b>R.3</b> | Experience in designing IM/IT systems for IM/IT projects with a dollar value in excess of a \$100 million budget.          | 10 | 0 to 1 year = 0 points<br>1+ to 3 years = 2 points<br>3+ to 5 years = 5 points<br>5+ years = 10 points |  |
| <b>R.4</b> | Experience designing systems that support a minimum of 500,000 transactions per day.                                       | 10 | 0 to 1 year = 0 points<br>1+ to 3 years = 2 points<br>3+ to 5 years = 5 points<br>5+ years = 10 points |  |
| <b>R.5</b> | Experience in the last 10 years designing systems that are based on Java front-ends accessing Z/OS operating environments. | 10 | 0 to 1 year = 0 points<br>1+ to 3 years = 2 points<br>3+ to 5 years = 5 points<br>5+ years = 10 points |  |

|            |   |    |   |  |
|------------|---|----|---|--|
| <b>R.6</b> | <p>Experience in analyzing and preparing architecture design models and specifications which include architectural model diagrams accompanied by written explanations of the architectural design and functionality for one or more of the following:</p> <ul style="list-style-type: none"> <li>• electronic submission, validation and business system processes</li> <li>• client identify management for supply chain partners</li> <li>• analyzing and implementing risk scoring or assessment algorithms</li> </ul> | 10 | <p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p> |  |
| <b>R.7</b> | <p>Experience in developing architecture models and viewpoints involving 1 or more of the following architecture modelling standard and software:</p> <ul style="list-style-type: none"> <li>• IBM Rational Software</li> <li>• Rational Rose</li> <li>• Archimate modelling standard</li> <li>• Qualiware Architect Modelling Software</li> </ul>  | 5  | <p>0 to 3 years = 0 points</p> <p>3+ to 5 years = 3 points</p> <p>5+ years = 5 points</p>                                 |  |
| <b>R.8</b> | <p>Experience in analyzing and implementing applications in a Service-oriented Architecture (SOA)* environment.</p> <p>*SOA is an approach for developing enterprise information systems solutions based on services, is an industry best practice, which promotes open architecture and aims to align information system services with business processes and data to enable re-use of business level functions.</p>   | 5  | <p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ years = 5 points</p>                                  |  |
| <b>R.9</b> | <p>Experience in designing, developing and/or implementing IT systems involving business rules engine.</p>  | 5  | <p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ years = 5 points</p>                                  |  |

|                        |   |    |  |  |
|------------------------|---|----|--|--|
| <b>R.10</b>            | Experience in using TOGAF for the design and development of IT applications.  | 5  | 0 to 3 years = 0 points<br>3+ to 5 years = 3 points<br>5+ years = 5 points                                       |  |
| <b>R.11</b>            | <p>Experience in analyzing and preparing architecture design models and specifications, which include architectural model diagrams accompanied by written explanations of the architectural design and functionality, for one or more of the following:</p> <p>(1) electronic submission, validation and business system processes; or<br/>(2) client identify management for supply chain partners; or<br/>(3) implementing risk scoring or assessment algorithms</p> <p>as it relates to the assessment of risk and operational surveillance.</p> | 10 | <p>0 to 1 year = 0 points<br/>1+ to 3 years = 2 points<br/>3+ to 5 years = 5 points<br/>5+ years = 10 points</p> |  |
| Total Points Available |   |    | 90   |  |
| Minimum Pass Mark      |   |    | 58   |  |

## 2.2 Tester - Level 2

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Tester – Level 2 has:

| Criteria   | Rated Requirement  | Maximum Points | Point Allocation   | Substantiating Information, Cross Reference to Proposal |
|------------|--|----------------|--|---|
| <b>R.1</b> | <p>Experience, as indicated in M.1, in developing automated test scripts using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 5 years.</p>                            | 10             | <p>0 to 3 years = 0 points</p> <p>3+ to 4 years = 2 points</p> <p>4+ to 5 years = 4 points</p> <p>5+ to 6 years = 6 points</p> <p>6+ to 7 years = 8 points</p> <p>7+ years = 10 points</p> |   |
| <b>R.2</b> | <p>Experience, as indicated in M.2, in developing and executing automated test cases and test plans using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 5 years.</p> | 10             | <p>0 to 2 years = 0 points</p> <p>2+ to 3 years = 2 points</p> <p>3+ to 4 years = 4 points</p> <p>4+ to 5 years = 6 points</p> <p>5+ to 6 years = 8 points</p> <p>6+ years = 10 points</p> |   |

|            |  |         |  |  |
|------------|--|---------|--|--|
| <b>R.3</b> | <p>Experience, as indicated in M.3, in developing test packages, including test strategies, test plans, test cases, test cycles, automated test scripts, test analyses and reporting.</p> <p>This additional experience does not have to be within the last ten years.</p> | 10      | <p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p> |  |
| <b>R.4</b> | <p>Experience, within the last 10 years, preparing or conducting or participating in walkthroughs and reviews that are related to integrated software testing and implementation readiness.</p>  | 10      | <p>0 to 1 year = 0 points</p> <p>1+ to 2 years = 2 points</p> <p>2+ to 3 years = 4 points</p> <p>3+ to 4 years = 6 points</p> <p>4+ to 5 years = 8 points</p> <p>5+ years = 10 points</p>  |  |
| <b>R.5</b> | <p>Experience in conducting tests using Extensible Markup Language (XML) messaging formats.</p>  | 10      | <p>0 to 1 year = 0 point</p> <p>1+ to 2 years = 4 points</p> <p>2+ to 3 years = 6 points</p> <p>3+ to 4 years = 8 points</p> <p>4+ years = 10 points</p>                                   |  |
| <b>R.6</b> | <p>Experience in testing applications developed using iterative methodologies.</p>   | 1052/70 | <p>0 to 1 year = 0 points</p> <p>1+ to 2 years = 4 points</p> <p>2+ to 3 years = 6 points</p> <p>3+ to 4 years = 8 points</p> <p>4+ years = 10 points</p>                                  |  |

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|                        |   |    |  |  |
|------------------------|---|----|--|--|
| <b>R.7</b>             | Experience in testing object-oriented and tier applications | 10 | 0 to 1 year = 0 points<br>1+ to 2 years = 4 points<br>2+ to 3 years = 6 points<br>3+ to 4 years = 8 points<br>4+ years = 10 points |  |
| Total Points Available |   |    | 70   |  |
| Minimum Pass Mark      |   |    | 45   |  |

### 2.3 Tester - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Tester – Level 3 has:

| Criteria   | Rated Requirement  | Maximum Points | Point Allocation   | Substantiating Information, Cross Reference to Proposal |
|------------|--|----------------|--|---|
| <b>R.1</b> | <p>Experience, as indicated in M.1, in developing automated test scripts using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 7 years.</p>                            | 10             | <p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p> |   |
| <b>R.2</b> | <p>Experience, as indicated in M.2, in developing and executing automated test cases and test plans using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 7 years.</p> | 10             | <p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p> |   |

|            |   |    |  |  |
|------------|---|----|--|--|
| <b>R.3</b> | Experience, as indicated in M.3, in developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts, test analysis and reporting. | 15 | 0 to 10 years = 0 points<br>10+ to 11 years = 8 points<br>11+ to 12 years = 10 points<br>12+ to 13 years = 12 points<br>13+ to 14 years = 14 points<br>14+ years = 15 points |  |
| <b>R.4</b> | Experience, as indicated in M.5, in testing applications.   | 10 | 0 to 5 years = 0 points<br>5+ to 6 years = 2 points<br>6+ to 7 years = 4 points<br>7+ to 8 years = 6 points<br>8+ to 9 years = 8 points<br>9+ years = 10 points              |  |
| <b>R.5</b> | Experience in conducting tests using Extensible Markup Language (XML) messaging formats.  | 10 | 0 to 5 years = 0 points<br>5+ to 6 years = 2 points<br>6+ to 7 years = 4 points<br>7+ to 8 years = 6 points<br>8+ to 9 years = 8 points<br>9+ years = 10 points              |  |
| <b>R.6</b> | Experience in testing applications developed using iterative methodologies.   | 10 | 0 to 5 years = 0 points<br>5+ to 6 years = 2 points<br>6+ to 7 years = 4 points<br>7+ to 8 years = 6 points  |  |

|                        |  |    |   |  |
|------------------------|--|----|---|--|
|                        |  |    | 8+ to 9 years = 8 points  |  |
|                        |  |    | 9+ years = 10 points  |  |
| <b>R.7</b>             | Experience in testing object-oriented n-tier applications. | 10 | 0 to 5 years = 0 points<br><br>5+ to 6 years = 2 points<br><br>6+ to 7 years = 4 points<br><br>7+ to 8 years = 6 points<br><br>8+ to 9 years = 8 points<br><br>9+ years = 10 points |  |
| Total Points Available |  |    | 75  |  |
| Minimum Pass Mark      |  |    | 49  |  |

## 2.4 Business Analyst - Level 1

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Analyst – Level 1 has:

| Criteria               | Rated Requirement   | Maximum Points | Point Allocation   | Substantiating Information, Cross Reference to Proposal |
|------------------------|---|----------------|--|---|
| <b>R.1</b>             | Experience, as indicated in M.1, completing at least 50% of the tasks detailed in the SOW for a Business Analyst - Level 1.   | 10             | 0 to 1 year = 0 points<br>1+ to 2 years = 2 points<br>2+ to 3 years = 6 points<br>3+ years = 10 points         |   |
| <b>R.2</b>             | Experience, as indicated in M.2, providing professional services as a Business Analyst for IM/IT related projects.<br><br>This additional experience does not have to be within the last 5 years.<br><br>Each project referenced must be a minimum of 3 months duration to be considered. | 10             | 0 to 2 projects = 0 points<br>3 projects = 2 points<br>4 projects = 6 points<br>5 or more projects = 10 points |   |
| Total Points Available |   |                | 20   |   |
| Minimum Pass Mark      |   |                | 12   |   |

## 2.5 Business Analyst - Level 2

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Analyst – Level 2 has:

| Criteria   | Rated Requirement   | Maximum Points | Point Allocation  | Substantiating Information, Cross Reference to Proposal |
|------------|---|----------------|---|---|
| <b>R.1</b> | <p>Experience, as indicated in M.2, providing professional services as a Business Analyst on Information Management/Information Technology (IM/IT) related projects.</p> <p>This additional experience does not have to be within the last 5 years.</p> <p>Each Project referenced must be a minimum of 3 months duration to be considered.</p> | 20             | <p>0 to 3 projects = 0 points</p> <p>4 projects = 10 points</p> <p>5 projects = 15 points</p> <p>6 or more projects = 20 points</p> |   |
| <b>R.2</b> | <p>Experience gathering business requirements including preparing supporting material for workshops and interviews.</p> <p>Each project referenced must be a minimum of 3 months duration to be considered.</p>   | 20             | <p>0 to 1 project = 0 points</p> <p>2 projects = 10 points</p> <p>3 projects = 15 points</p> <p>4 or more projects = 20 points</p>  |   |
| <b>R.3</b> | <p>Experience analyzing and making recommendations on business improvement processes and Information Management/Information Technology (IM/IT) solutions.</p> <p>Each project referenced must be a minimum of 3 months duration to be considered.</p>   | 20             | <p>0 to 3 projects = 0 points</p> <p>4 projects = 10 points</p> <p>5 projects = 15 points</p> <p>6 or more projects = 20 points</p> |   |

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|                        |  |    |  |
|------------------------|--|----|--|
| Total Points Available |  | 60 |  |
| Minimum Pass Mark      |  | 39 |  |

## 2.6 Business Analyst - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Analyst – Level 3 has:

| Criteria   | Rated Requirement   | Maximum Points | Point Allocation  | Substantiating Information, Cross Reference to Proposal |
|------------|---|----------------|---|---|
| <b>R.1</b> | Experience, as indicated in M.1, performing business analyses of functional requirements.   | 10             | 0 to 10 years = 0 points<br>10+ to 12 years = 2 points<br>12+ to 13 years = 5 points<br>13+ years = 10 points |   |
| <b>R.2</b> | Experience, as indicated in M.2, conducting requirements gathering sessions and documenting the current state, the As-Is business processes and the supporting information systems. | 10             | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points     |   |

|                        |  |    |   |  |
|------------------------|--|----|---|--|
| <b>R.3</b>             | Experience, as indicated in M.3, developing process analysis and functional specifications to support the development of automated business processes.   | 10 | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points |  |
| <b>R.4</b>             | Experience, as indicated in M.4, in conducting interviews and workshops with business and technical communities.   | 10 | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points |  |
| <b>R.5</b>             | Experience developing project charters, plans and schedules and performing business analyses of functional requirements on a project involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders. | 5  | 1 project = 3 points<br>2 or more projects = 5 points   |  |
| Total Points Available |  |    | 45  |  |
| Minimum Pass Mark      |  |    | 29  |  |

**2.7 Business Architect - Level 3**

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Architect – Level 3 has:

| Criteria   | Rated Requirement   | Maximum Points | Point Allocation  | Substantiating Information, Cross Reference to Proposal |
|------------|---|----------------|---|---|
| <b>R.1</b> | Experience developing specifications, presentations and use cases involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders. | 10             | 0 project = 0 points<br>1 project = 5 points<br>2 or more projects = 10 points                                |   |
| <b>R.2</b> | Experience assessing business needs and translating requirements into system functional specifications.   | 10             | 0 to 10 years = 0 points<br>10+ to 12 years = 2 points<br>12+ to 15 years = 5 points<br>15+ years = 10 points |   |

|            |   |    |   |  |
|------------|---|----|---|--|
| <b>R.3</b> | Experience documenting business processes using IBM WebSphere Business Process Model Notation (BPMN).   | 10 | 0 to 1 year = 0 points<br>1+ to 3 years = 2 points<br>3+ to 5 years = 5 points<br>5+ years = 10 points    |  |
| <b>R.4</b> | Experience, as indicated in M.3, developing and coordinating policies, processes and systems related to either:<br>(4) the collection or processing of advance reporting information in electronic or paperless communication methods; or<br>(5) border passage processing systems; or<br>(6) automated risk assessment processing. | 10 | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points |  |
| <b>R.5</b> | Experience in using TOGAF for the design and development of IT applications.  | 5  | 0 to 3 years = 0 points<br>3+ to 5 years = 3 points<br>5+ years = 5 points                                |  |

|                        |   |    |   |  |
|------------------------|---|----|---|--|
| <b>R.6</b>             | Experience in evaluating the feasibility of architecture and technologies to deliver business system changes.   | 10 | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points |  |
| <b>R.7</b>             | Experience, as indicated in M.3, developing and coordinating policies, processes and systems related to either:<br>(1) the collection or processing of advance reporting information in electronic or paperless communication methods; or<br>(2) border passage processing systems; or<br>(3) automated risk assessment processing for an organization involved in the assessment of risk and operational surveillance. | 10 | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points |  |
| Total Points Available |   |    | 65  |  |
| Minimum Pass Mark      |   |    | 42  |  |

**2.8 Business Consultant - Level 3**

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Consultant – Level 3 has:

| Criteria   | Rated Requirement   | Maximum Points | Point Allocation  | Substantiating Information, Cross Reference to Proposal |
|------------|---|----------------|---|---|
| <b>R.1</b> | Experience (1) conceiving and gathering requirements and (2) documenting and leading the implementation of IM/IT projects.  | 10             | 0 to 2 years = 0 points<br>2+ to 3 years = 2 points<br>3+ to 5 years = 5 points<br>5+ years = 10 points |   |
| <b>R.2</b> | Experience defining requirements and business processes and managing issues and risks related to the implementation of software applications in support of either:<br><br>(1) commercial risk assessment; or<br>(2) border passage processing; or<br>(3) electronic or paperless communication methods. | 10             | 0 to 2 years = 0 points<br>2+ to 3 years = 2 points<br>3+ to 5 years = 5 points<br>5+ years = 10 points |   |

|            |  |    |  |  |
|------------|--|----|--|--|
| <b>R.3</b> | Experience coordinating IT security functions, including threat and risk assessments and statements of sensitivity.  | 10 | <p>0 to 2 years = 0 points</p> <p>2+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p> |  |
| <b>R.4</b> | <p>Experience on projects requiring the development and review of testing strategies and approaches for either:</p> <p>(1) commercial risk assessment; or</p> <p>(2) border passage processing; or</p> <p>(3) electronic or paperless communication methods;</p> <p>for information systems supporting both internal and external users.</p> | 10 | <p>0 to 2 year = 0 points</p> <p>2+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>  |  |
| <b>R.5</b> | Experience in the identification and design of service level objectives (SLO) for operations in a 24 hours per day, 7 days per week work environment.  | 10 | <p>0 to 1 year = 0 points</p> <p>1+ to 2 years = 5 points</p> <p>2+ years = 10 points</p>                                  |  |

|            |  |    |  |  |
|------------|--|----|--|--|
| <b>R.6</b> | Experience working with World Customs Organization frameworks or agreements, including nomenclature, enforcement and compliance, and procedures and facilitation.                    | 10 | 0 to 1 year = 0 points<br>1+ year = 10 points  |  |
| <b>R.7</b> | <p>A valid Certified Business Analyst Professional (CBAP) designation.</p> <p>To obtain points a valid copy of the designation is to be included with the Contractor's proposal.</p> | 5  | No valid designation = 0 points<br>Valid Business Analyst Professional Designation = 5 points. |  |
| <b>R.8</b> | Experience in working with document inventory management software.   | 5  | 0 to 1 year = 0 points<br>1+ year = 5 points   |  |

|                        |  |    |   |  |
|------------------------|--|----|---|--|
| <b>R.9</b>             | Experience in analyzing architectural significant business requirements for IM/IT projects.  | 5  | 0 to 1 year = 0 points<br>1+ year = 5 points  |  |
| <b>R.10</b>            | Experience in planning and providing advice on requirements management, business process modernization in a multi-project program or portfolio environment.  | 5  | 0 to 1 year = 0 points<br>1+ to 2 years = 2 points<br>3+ years = 5 points   |  |
| <b>R.11</b>            | Experience defining requirements and business processes and managing issues and risks related to the implementation of software applications in support of either:<br><br>(1) commercial risk assessment; or<br>(2) border passage processing; or<br>(3) electronic or paperless communication methods;<br><br>for projects involving the assessment of risk and operational surveillance. | 10 | 0 to 2 years = 0 points<br><br>2+ to 3 years = 2 points<br><br>3+ to 5 years = 5 points<br><br>5+ years = 10 points |  |
| Total Points Available |  |    | 90  |  |
| Minimum Pass Mark      |  |    | 58  |  |

**2.9 Business System Analyst - Level 2**

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business System Analyst – Level 2 has:

| Criteria   | Rated Requirement   | Maximum Points | Point Allocation  | Substantiating Information, Cross Reference to Proposal |
|------------|---|----------------|---|---|
| <b>R.1</b> | Experience working on IM/IT initiatives developing and documenting statement of requirements and performing business analyses of functional requirements. | 10             | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points |   |
| <b>R.2</b> | Experience facilitating Joint Application Design sessions and conducting interviews.  | 10             | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points |   |

|                        |  |    |  |  |
|------------------------|--|----|--|--|
| <b>R.3</b>             | Experience in gathering, documenting and analyzing business system requirements for IM/IT projects.                              | 10 | <p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p> |  |
| <b>R.4</b>             | Experience in application systems testing and quality assurance. This includes the development of testing strategies, and plans. | 10 | <p>0 to 2 years = 0 points</p> <p>2+ to 5 years = 2 points</p> <p>5+ to 10 years = 5 points</p> <p>10+ years = 10 points</p> |  |
| Total Points Available |  |    | 40   |  |
| Minimum Pass Mark      |  |    | 26   |  |

**2.10 Business System Analyst - Level 3**

Name of proposed Resource: \_\_\_\_\_

The Contractor SHOULD demonstrate that the proposed Business System Analyst – Level 3 has:

| Criteria   | Rated Requirement   | Maximum Points | Point Allocation  | Substantiating Information, Cross Reference to Proposal |
|------------|---|----------------|---|---|
| <b>R.1</b> | Experience working on IM/IT initiatives developing and documenting statement of requirements and performing business analyses of functional requirements. | 10             | 0 to 10 years = 0 points<br>10+ to 12 years = 2 points<br>12+ to 15 years = 5 points<br>15+ years = 10 points |   |
| <b>R.2</b> | Experience facilitating JAD sessions and conducting interviews.   | 10             | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points     |   |

|                        |  |    |  |  |
|------------------------|--|----|--|--|
| <b>R.3</b>             | Experience in gathering, documenting and analyzing business system requirements for IM/IT projects.  | 10 | <p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p> |  |
| <b>R.4</b>             | <p>Experience in application systems testing and quality assurance.</p> <p>This includes the development of testing strategies, and plans.</p> | 10 | <p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p> |  |
| Total Points Available |  |    | 40   |  |
| Minimum Pass Mark      |  |    | 26   |  |

**2.11 Business Transformation Architect - Level 3**

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Transformation Architect – Level 3 has:

| Criteria   | Rated Requirement  | Maximum Points | Point Allocation  | Substantiating Information, Cross Reference to Proposal |
|------------|--|----------------|---|---|
| <b>R.1</b> | <p>Experience analysing and developing architecture requirements design, process development, and process mapping for IM/IT project(s).</p> <p>Project referenced must be a minimum of 6 months duration to be considered.</p> | 15             | <p>1 project = 5 points</p> <p>2 projects = 10 points</p> <p>3 or more projects = 15 points</p>                         |   |
| <b>R.2</b> | <p>Experience analyzing business and systems requirements and developing business requirements to systems requirements traceability matrices.</p>  | 10             | <p>0 to 1 year = 0 points</p> <p>1 to 3 years = 2 points</p> <p>3 to 5 years = 5 points</p> <p>5+ years = 10 points</p> |   |

|                        |  |    |   |  |
|------------------------|--|----|---|--|
| <b>R.3</b>             | Experience analyzing business objectives and business requirements and developing business requirements documentation.   | 10 | <p>0 to 1 year = 0 points</p> <p>1 to 3 years = 2 points</p> <p>3 to 5 years = 5 points</p> <p>5+ years = 10 points</p>   |  |
| <b>R.4</b>             | <p>Experience on initiatives involving collaboration or liaison with national or foreign:</p> <ul style="list-style-type: none"> <li>• government departments or agencies; or</li> <li>• stakeholders; or</li> <li>• representatives.</li> </ul> | 10 | <p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p> |  |
| <b>R.5</b>             | Experience working with World Customs Organization frameworks or agreements (including but not limited to nomenclature, enforcement and compliance, and procedures and facilitation).  | 10 | <p>0 to 1 year = 0 points</p> <p>1+ year = 10 points</p>  |  |
| Total Points Available |  |    | 55  |  |
| Minimum Pass Mark      |  |    | 35  |  |

## 2.12 Change Management Consultant - Level 3

| Name of proposed Resource: _____   |   |                |   |   |
|--|---|----------------|---|---|
| The Contractor <b>SHOULD</b> demonstrate that the proposed Change Management Consultant – Level 3 has: |   |                |   |   |
| Criteria   | Rated Requirement   | Maximum Points | Point Allocation  | Substantiating Information, Cross Reference to Proposal |
| <b>R.1</b>   | Experience with the development of change management plans and strategies   | 10             | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points             |   |
| <b>R.2</b>   | Experience, as indicated in M.2, in evaluating the impact of business transformation and changes in a Large-Scale* work environment.<br><br>*Large-Scale is defined as an organization with over 5,000 employees. | 10             | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points             |   |
| <b>R.3</b>   | Experience, as indicated in M3, in developing new business policies and procedures to support business changes and transformation.  | 10             | 0 to 5 years = 0 points<br>5+ years to 7 years = 2 points<br>7+ years to 10 years = 5 points<br>10+ years = 10 points |   |

|                        |  |    |   |  |
|------------------------|--|----|---|--|
| <b>R.4</b>             | Experience in conducting information gathering interviews and workshops with business and technical communities. | 10 | 0 to 5 years = 0 points<br><br>5+ to 7 years = 2 points<br><br>7+ to 10 years = 5 points<br><br>10+ years = 10 points |  |
| Total Points Available |  |    | 40  |  |
| Minimum Pass Mark      |  |    | 26  |  |

### 2.13 Project Executive - Level 3

| Name of proposed Resource: _____   |  |                |   |   |
|--|--|----------------|---|---|
| The Contractor SHOULD demonstrate that the proposed Project Executive – Level 3 has: |  |                |   |   |
| Criteria   | Rated Requirement  | Maximum Points | Point Allocation  | Substantiating Information, Cross Reference to Proposal |
| <b>R.1</b>   | Experience providing executive level (Director General and above) briefings on the project status of IT enabled projects.  | 10             | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points |   |
| <b>R.2</b>   | Experience implementing an IT enabled project that lasted for 6 months or more and incorporated the use of accepted government and industry standards, including, but not limited to, the SAFE framework of standards. | 5              | No demonstrated experience = 0 points<br>Demonstrated experience = 5 points                               |   |
| <b>R.3</b>   | Experience leading and managing IT enabled projects where the number of resources on the project team was in excess of 100 resources.  | 10             | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points |   |

|                        |  |    |   |  |
|------------------------|--|----|---|--|
| <b>R.4</b>             | <p>Experience leading and managing IT enabled projects that were implemented nationally and required high availability.</p> <p>High Availability: a system that is expected to operate reliably 24 hours per day, 365 days per year and an associated implementation that ensures a minimum of 99% operational continuity per year.</p> <p>The system must be rolled out across a minimum of 20 locations across the country and be implemented for 2,000 or more users.</p> | 20 | <p>0 to 10 years = 0 points<br/>10+ to 12 years = 10 points<br/>12+ to 15 years = 15 points<br/>15+ years = 20 points</p> |  |
| <b>R.5</b>             | <p>Experience leading and managing IT project(s) that support the shared business needs of 2 or more government departments or agencies or entities, and project(s) involving 2 or more stakeholders.</p>  | 10 | <p>0 to 5 years = 0 points<br/>5+ to 7 years = 2 points<br/>7+ to 10 years = 5 points<br/>10+ years = 10 points</p>       |  |
| <b>R.6</b>             | <p>Experience performing assessments on project complexity and project in accordance with:</p> <ul style="list-style-type: none"> <li>• The PMBOK Guide &amp; Standards of the Project Management Institute (PMI); or</li> <li>• TBS Policy on the Management of Projects (PoMP) and consistent with the corresponding Project Complexity and Risk Assessments standard.</li> </ul>  | 5  | <p>0 to 5 years = 0 points<br/>5+ to 7 years = 1 points<br/>7+ to 10 years = 3 points<br/>10+ years = 5 points</p>        |  |
| Total Points Available |  |    | 60  |  |
| Minimum Pass Mark      |  |    | 39  |  |

## 2.14 Project Manager - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Project Manager – Level 3 has:

| Criteria   | Rated Requirement  | Maximum Points | Point Allocation   | Substantiating Information, Cross Reference to Proposal |
|------------|--|----------------|--|---|
| <b>R.1</b> | Experience managing a project during the development, implementation and operations using knowledge, skills, tools, and techniques to project activities to meet the project requirements on a project involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders. | 5              | <p>0 project: 0 points</p> <p>1 project: 3 points</p> <p>2 or more projects: 5 points</p>                |   |
| <b>R.2</b> | <p>A valid Project Management Professional (PMP) certification from the Project Management Institute (PMI).</p> <p>To obtain points a valid copy of the certification is to be included with the Contractor's response.</p>  | 5              | <p>No valid designation = 0 points</p> <p>Valid Project Manager Professional Designation = 5 points.</p> |   |

|            |  |    |  |  |
|------------|--|----|--|--|
| <b>R.3</b> | Experience developing project plans, including the definition of the project scope, budget and schedule.                 | 10 | <p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p> |  |
| <b>R.4</b> | Experience, as indicated in M.2, working with Microsoft Project for the purpose of reporting against project milestones. | 10 | <p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p> |  |
| <b>R.5</b> | Experience managing project risk, issues and changes using industry recognized standards.                                | 10 | <p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p> |  |

|                        |  |    |   |  |
|------------------------|--|----|---|--|
| R.6                    | Experience interacting and communicating project status, risks and issue to senior management. | 10 | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points |  |
| Total Points Available |  |    | 50  |  |
| Minimum Pass Mark      |  |    | 30  |  |



Government of Canada  
Gouvernement du Canada

COMMON-PS-SRCL#19

PSPC Contract #  
47419-192246

Contract Number / Numéro du contrat

100031-2846

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 /<br>Ministère ou organisme gouvernemental d'origine | 2. Branch or Directorate / Direction générale ou Direction                |
| Commercial Portfolio  | 1516  |
| 3. a) Subcontract Number / Numéro du contrat de sous-traitance  | 3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant |
| Commercial Portfolio  |   |

4. Brief Description of Work / Brève description du travail

Commercial Portfolio Omnibus - for Services & Projects.

|   |   |  |
|---|---|--|
| 5. a) Will the supplier require access to Controlled Goods?<br>Le fournisseur aura-t-il accès à des marchandises contrôlées?  | <input checked="" type="checkbox"/> No<br>Non | <input type="checkbox"/> Yes<br>Oui            |
| 5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations?<br>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<br>Non | <input type="checkbox"/> Yes<br>Oui            |
| 6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets?<br>Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS?<br>(Specify the level of access using the chart in Question 7. c)<br>(Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)                                | <input type="checkbox"/> No<br>Non            | <input checked="" type="checkbox"/> Yes<br>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.<br>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<br>Non | <input type="checkbox"/> Yes<br>Oui            |
| 6. c) Is this a commercial courier or delivery requirement with no overnight storage?<br>S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?   | <input checked="" type="checkbox"/> No<br>Non | <input type="checkbox"/> Yes<br>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 checked="" type="checkbox"/>   | NATO / OTAN <input type="checkbox"/>  | Foreign / Étranger <input type="checkbox"/>   |
| 7. b) Release restrictions / Restrictions relatives à la diffusion   | No release restrictions<br>Aucune restriction relative à la diffusion <input checked="" type="checkbox"/><br><br>Not releasable<br>À ne pas diffuser <input type="checkbox"/><br><br>Restricted to: / Limité à: <input type="checkbox"/><br>Specify country(ies): / Préciser le(s) pays: | All NATO countries<br>Tous les pays de l'OTAN <input type="checkbox"/><br><br><br><br>Restricted to: / Limité à: <input type="checkbox"/><br>Specify country(ies): / Préciser le(s) pays: | No release restrictions<br>Aucune restriction relative à la diffusion <input type="checkbox"/><br><br><br><br>Restricted to: / Limité à: <input type="checkbox"/><br>Specify country(ies): / Préciser le(s) pays: |

|  |  |   |  |
|--|--|---|--|
| 7. c) Level of information / Niveau d'information                    |  |   |  |
| PROTECTED A<br>PROTÉGÉ A <input checked="" type="checkbox"/>         |  | NATO UNCLASSIFIED<br>NATO NON CLASSIFIÉ <input type="checkbox"/>      | PROTECTED A<br>PROTÉGÉ A <input type="checkbox"/>                    |
| PROTECTED B<br>PROTÉGÉ B <input checked="" type="checkbox"/>         |  | NATO RESTRICTED<br>NATO DIFFUSION RESTREINTE <input type="checkbox"/> | PROTECTED B<br>PROTÉGÉ B <input type="checkbox"/>                    |
| PROTECTED C<br>PROTÉGÉ C <input checked="" type="checkbox"/>         |  | NATO CONFIDENTIAL<br>NATO CONFIDENTIEL <input type="checkbox"/>       | PROTECTED C<br>PROTÉGÉ C <input type="checkbox"/>                    |
| CONFIDENTIAL<br>CONFIDENTIEL <input checked="" type="checkbox"/>     |  | NATO SECRET<br>NATO SECRET <input type="checkbox"/>                   | CONFIDENTIAL<br>CONFIDENTIEL <input type="checkbox"/>                |
| SECRET<br>SECRET <input checked="" type="checkbox"/>                 |  | COSMIC TOP SECRET<br>COSMIC TRÈS SECRET <input type="checkbox"/>      | SECRET<br>SECRET <input type="checkbox"/>                            |
| TOP SECRET<br>TRÈS SECRET <input type="checkbox"/>                   |  |   | TOP SECRET<br>TRÈS SECRET <input type="checkbox"/>                   |
| TOP SECRET (SIGINT)<br>TRÈS SECRET (SIGINT) <input type="checkbox"/> |  |   | TOP SECRET (SIGINT)<br>TRÈS SECRET (SIGINT) <input type="checkbox"/> |

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada



Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat

47419-192246

Security Classification / Classification de sécurité  
UNCLASSIFIED

**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?

Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?

☒ No ☐ Yes  
Non 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 ☐ Yes  
Non 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

RELIABILITY STATUS  
COTE DE FIABILITÉCONFIDENTIAL  
CONFIDENTIELSECRET  
SECRETTOP SECRET  
TRÈS SECRETTOP SECRET - SIGINT  
TRÈS SECRET - SIGINTNATO CONFIDENTIAL  
NATO CONFIDENTIELNATO SECRET  
NATO SECRETCOSMIC TOP SECRET  
COSMIC TRÈS SECRETSITE 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 ☐ Yes  
Non Oui

If Yes, will unscreened personnel be escorted?

Dans l'affirmative, le personnel en question sera-t-il escorté?

☒ No ☐ Yes  
Non 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 ☐ Yes  
Non 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 ☐ Yes  
Non 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 ☐ Yes  
Non 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 ☐ Yes  
Non 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 ☐ Yes  
Non Oui

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47419-192246

Security Classification / Classification de sécurité  
UNCLASSIFIED**PART C (continued) / PARTIE C (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.

Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

| Category<br>Catégorie  | PROTECTED<br>PROTÉGÉ |   |   | CLASSIFIED<br>CLASSIFIÉ      |        |                           | NATO   |  |             |   | COMSEC               |   |   |                              |        |                           |
|--|----------------------|---|---|------------------------------|--------|---------------------------|--|--|-------------|---|----------------------|---|---|------------------------------|--------|---------------------------|
|  | A                    | B | C | CONFIDENTIAL<br>CONFIDENTIEL | SECRET | TOP SECRET<br>TRÈS SECRET | NATO RESTRICTED<br>NATO DIFFUSION RESTREINTE | NATO CONFIDENTIAL<br>NATO CONFIDENTIEL | NATO SECRET | COSMIC TOP SECRET<br>COSMIC TRÈS SECRET | PROTECTED<br>PROTÉGÉ |   |   | CONFIDENTIAL<br>CONFIDENTIEL | SECRET | TOP SECRET<br>TRÈS SECRET |
|  |                      |   |   |                              |        |                           |  |  |             |   | A                    | B | C |                              |        |                           |
| Information / Assets<br>Renseignements / Biens<br>Production |                      |   |   |                              |        |                           |  |  |             |   |                      |   |   |                              |        |                           |
| IT Media /<br>Support TI                                     |                      |   |   |                              |        |                           |  |  |             |   |                      |   |   |                              |        |                           |
| IT Link /<br>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 ☐ Yes  
Non 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 ☐ Yes  
Non 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 indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).



Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat

47419-192240

Security Classification / Classification de sécurité  
UNCLASSIFIED

## PART D: AUTHORIZATION / PARTIE D: AUTORISATION

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

|   |                                   |                                   |           |              |
|---|-----------------------------------|-----------------------------------|-----------|--------------|
| Name (print) - Nom (en lettres moulées) |                                   | Title - Titre                     | Signature | Date         |
| Darren Uchman                           |                                   | Director, CPD                     |           | May 10, 2018 |
| Telephone No. - N° de téléphone         | Facsimile No. - N° de télécopieur | E-mail address - Adresse courriel |           | Date         |
| 343-291-6130                            |                                   | darren.uchman@cks-a-sfc.gc.ca     |           |              |

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

|   |                                   |                                     |           |          |
|---|-----------------------------------|-------------------------------------|-----------|----------|
| Name (print) - Nom (en lettres moulées) |                                   | Title - Titre                       | Signature | Date     |
| Stephane Lafontaine                     |                                   | Security Specialist                 |           | 4.6.2018 |
| Telephone No. - N° de téléphone         | Facsimile No. - N° de télécopieur | E-mail address - Adresse courriel   |           | Date     |
| 343-891-7776                            |                                   | Stephane.Lafontaine@CBSA-ASFC.gc.ca |           | 4.6.2018 |

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 / ☐ Yes  
☐ Non / ☐ Oui

## 16. Procurement Officer / Agent d'approvisionnement

|   |                                   |                                   |                  |   |
|---|-----------------------------------|-----------------------------------|------------------|---|
| Name (print) - Nom (en lettres moulées) |                                   | Title - Titre                     | Signature        | Date  |
| Francis Lapalme                         |                                   | A/Supply Team Leader              | Lapalme, Francis | Digitally signed by Lapalme, Francis<br>Date: 2018.08.21 09:42:19 -04'00' |
| Telephone No. - N° de téléphone         | Facsimile No. - N° de télécopieur | E-mail address - Adresse courriel |                  | Date  |
| 613-858-9912                            |                                   | francis.lapalme@tpsgc-pwgsc.gc.ca |                  |   |

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

|   |                                   |                                   |                   |  |
|---|-----------------------------------|-----------------------------------|-------------------|--|
| Name (print) - Nom (en lettres moulées) |                                   | Title - Titre                     | Signature         | Date   |
|   |                                   |                                   | Saumur, Jacques O | Digitally signed by Saumur, Jacques O<br>DN: cn=CA, o=GC, ou=PWGSC-TPSGC,<br>cn=Saumur, Jacques O<br>Date: 2017.02.02 13:38:31 -05'00' |
| Telephone No. - N° de téléphone         | Facsimile No. - N° de télécopieur | E-mail address - Adresse courriel |                   | Date   |
|   |                                   |                                   |                   |  |

Jacques Saumur  
Contract Security Officer  
Contracts Security Division / Division des contrats sécurité /  
Contract Security Program / Programme de sécurité des contrats /  
Public Services and Procurement Canada / Services publics et Approvisionnement Canada  
Jacques.Saumur@tpsgc-pwgsc.gc.ca  
Telephone / Téléphone 613-948-1732  
Facsimile / Télécopieur 613-948-1712

## Security Classification Guide

The purpose of the security classification guide is to clarify the multiple levels of security screening identified under Part B of the Security Requirements Check List (SRCL) described in Annex C. In addition to the Contractor and its resources' obligation to comply with the provisions of the SRCL described in Annex C, the following must be adhered to:

1. Personnel security screening level requirements for **No Security**
  - Resources who do not hold a valid personnel security screening, must not have or be given access to Protected, Confidential or Secret documents. Resources must also be escorted while on site.
2. Personnel security screening level requirements for **Reliability Status**
  - Resources who hold a valid personnel security screening only at the level of RELIABILITY STATUS must not have or be given access to Confidential or Secret documents.
3. Personnel security screening level requirements for **Confidential**
  - Resources who hold a valid personnel security screening only at the level of CONFIDENTIAL must not have or be given access to Secret documents.
4. Personnel security screening level requirements for **Secret**
  - Resources who hold a valid personnel security screening only at the level of SECRET must not have or be given access to Top Secret documents.
5. Personnel security screening level requirements for **various provisions**
  - For Task Authorizations where there are multiple associated security provisions (No Security, Reliability, Secret), the Task Authorization will identify the personnel security screening required for each portion of the work.
  - It is the Project Authority's and Contractor's responsibility to ensure that the resources do not have or be given access to documents for which they do not hold the appropriate personnel security screening level.
6. Information classified at the level of **Protected A, Protected B** or **Confidential** must be properly marked and can only be sent/shared electronically once encrypted for the recipients.
7. Information classified at the level of **Secret** must be properly marked and cannot be sent electronically. All Secret information and/or documents must be saved to a CBSA approved encrypted USB device and delivered to the recipient using an approved security cleared courier.

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## ATTACHMENT 2

### BID EVALUATION CRITERIA - MANDATORY REQUIREMENTS

Technical proposals will be evaluated in accordance with the following evaluation criteria. Substantiation of mandatory requirements must not simply be a repetition of the criteria, but must explain and demonstrate how the Bidder meets the requirement. Where Canada determines that the substantiation of a mandatory requirement is not complete, the Bidder will be considered non-responsive.

**Original Solicitation Closing Date = 2018-12-21**

#### 1.0 MANDATORY CORPORATE REQUIREMENTS

| ID  | Corporate Mandatory Criteria  | Bidder's response |   |
|-----|---|-------------------|---|
|     |   | Met<br>Y/N        | Demonstrated Experience<br>(Bidders to insert data) |
| M.1 | <p>The Bidder must demonstrate that it has been awarded 1 informatics professional services contract*, within the last 7 years prior to the Original Solicitation Closing Date, that met the following criteria:</p> <p>(1) The contract was in support of an IM/IT systems project in support of the assessment of risk and operational surveillance. A summary of the scope and key responsibilities must be provided;</p> <p>(2) The contract value*** was \$10,000,000.00 minimum.</p> <p>*The above requirement must be demonstrated in a signed letter by the client. The name of the client and the name of a contact person at the client must be provided in the letter. It is requested that an email and phone number also be provided. It is also requested that the description of the informatics professional services be limited to 1 paragraph and the contract title or serial number be included.</p> <p>***value is defined as either the amount specified in the limitation of expenditure article of the contract, plus applicable taxes, or the total price in the contract, whichever is the highest.</p> |                   |   |

| ID  | Corporate Mandatory Criteria   | Bidder's response |   |                             |      |                           |     |  |      |  |      |                              |      |                            |     |                            |     |                                   |     |   |      |  |
|---|--|-------------------|---|-----------------------------|------|---------------------------|-----|--|------|--|------|------------------------------|------|----------------------------|-----|----------------------------|-----|-----------------------------------|-----|---|------|--|
|   |  | Met<br>Y/N        | Demonstrated Experience<br>(Bidders to insert data)                         |                             |      |                           |     |  |      |  |      |                              |      |                            |     |                            |     |                                   |     |   |      |  |
| M.2 <sup>BB</sup>                           | <p>The Bidder must demonstrate the Minimum Billable Days for ALL the Resource Categories identified below.</p> <p>To be accepted:</p> <ul style="list-style-type: none"><li>1) The billable days must have been for the delivery of informatics professional services;</li><li>2) For each resource category, the billable days must have occurred, in a 60-month period, within the past 7 years prior to the Original Solicitation Closing Date;</li><li>3) The billable days for all resource categories must have been provided under a maximum of 5 contracts;</li><li>4) The work billed for a given resource category must include at least 50% of the associated tasks listed in Article 5 of Annex A - Statement of Work for the same resource category; and</li><li>5) The Bidder must provide a completed Billable Days Response Template (Appendix A) as well as a Bidder's Response Template for Corporate References (Appendix B) provided in this attachment for each Resource Category.</li></ul> <table><tr><th>Resource Category</th><th>Minimum Billable Days per Resource Category<br/>(1 billable day = 7.5 hours)</th></tr><tr><td>Project Executive - Level 3</td><td>1000</td></tr><tr><td>Project Manager - Level 3</td><td>500</td></tr><tr><td>Change Management Consultant - Level 3</td><td>1000</td></tr><tr><td>Application Software Architect – Level 3</td><td>2000</td></tr><tr><td>Business Architect - Level 3</td><td>2000</td></tr><tr><td>Business Analyst - Level 2</td><td>500</td></tr><tr><td>Business Analyst - Level 3</td><td>250</td></tr><tr><td>Business System Analyst - Level 3</td><td>250</td></tr><tr><td>Business Transformation Architect - Level 3</td><td>2000</td></tr></table> | Resource Category | Minimum Billable Days per Resource Category<br>(1 billable day = 7.5 hours) | Project Executive - Level 3 | 1000 | Project Manager - Level 3 | 500 | Change Management Consultant - Level 3 | 1000 | Application Software Architect – Level 3 | 2000 | Business Architect - Level 3 | 2000 | Business Analyst - Level 2 | 500 | Business Analyst - Level 3 | 250 | Business System Analyst - Level 3 | 250 | Business Transformation Architect - Level 3 | 2000 |  |
| Resource Category                           | Minimum Billable Days per Resource Category<br>(1 billable day = 7.5 hours)  |                   |   |                             |      |                           |     |  |      |  |      |                              |      |                            |     |                            |     |                                   |     |   |      |  |
| Project Executive - Level 3                 | 1000   |                   |   |                             |      |                           |     |  |      |  |      |                              |      |                            |     |                            |     |                                   |     |   |      |  |
| Project Manager - Level 3                   | 500  |                   |   |                             |      |                           |     |  |      |  |      |                              |      |                            |     |                            |     |                                   |     |   |      |  |
| Change Management Consultant - Level 3      | 1000   |                   |   |                             |      |                           |     |  |      |  |      |                              |      |                            |     |                            |     |                                   |     |   |      |  |
| Application Software Architect – Level 3    | 2000   |                   |   |                             |      |                           |     |  |      |  |      |                              |      |                            |     |                            |     |                                   |     |   |      |  |
| Business Architect - Level 3                | 2000   |                   |   |                             |      |                           |     |  |      |  |      |                              |      |                            |     |                            |     |                                   |     |   |      |  |
| Business Analyst - Level 2                  | 500  |                   |   |                             |      |                           |     |  |      |  |      |                              |      |                            |     |                            |     |                                   |     |   |      |  |
| Business Analyst - Level 3                  | 250  |                   |   |                             |      |                           |     |  |      |  |      |                              |      |                            |     |                            |     |                                   |     |   |      |  |
| Business System Analyst - Level 3           | 250  |                   |   |                             |      |                           |     |  |      |  |      |                              |      |                            |     |                            |     |                                   |     |   |      |  |
| Business Transformation Architect - Level 3 | 2000   |                   |   |                             |      |                           |     |  |      |  |      |                              |      |                            |     |                            |     |                                   |     |   |      |  |

## 2.0 MANDATORY RESOURCE REQUIREMENTS

### 2.1 Application/Software Architect – Level 3

| Name of proposed Resource: _____  |   |                         |     |         |
|---|---|-------------------------|-----|---------|
| The Bidder MUST demonstrate that the proposed Application/Software Architect – Level 3 has: |   |                         |     |         |
| Criteria  | Mandatory Requirement   | Bidder's response       |     |         |
|   |   | INSERT PAGE # OF RESUME | Met | Not Met |
| <b>M.1</b>  | A minimum of ten years of experience developing all of the following:<br><br>(1) service or application or technical architectures;<br>(2) Architecture frameworks; and<br>(3) Architecture strategies.<br><br>to meet business and application requirements. |                         |     |         |
| <b>M.2</b>  | A minimum of 2 Information Management/Information Technology (IM/IT) projects developing technical architectures, frameworks and strategies.<br><br>Each project referenced must be a minimum of 6 months duration to be considered.                          |                         |     |         |
| <b>M.3</b>  | A minimum of 2 IM/IT projects conducting architecture options analysis, developing and documenting solutions architectures<br><br>Each project referenced must be a minimum of 6 months duration to be considered.  |                         |     |         |

| <b>Name of proposed Resource:</b> _____  |  |                         |     |         |
|--|--|-------------------------|-----|---------|
| <b>The Bidder MUST demonstrate that the proposed Application/Software Architect – Level 3 has:</b> |  |                         |     |         |
| Criteria   | Mandatory Requirement  | Bidder's response       |     |         |
|  |  | INSERT PAGE # OF RESUME | Met | Not Met |
| <b>M.4<sup>PB</sup></b>  | <p>A minimum of 5 years of experience designing and applying technical architecture for border passage processing or risk assessment concepts related to either:</p> <p>(1) the collection or processing of advance reporting information in electronic or paperless communication methods; or</p> <p>(2) border passage processing systems; or</p> <p>(3) automated risk assessment processing</p> <p>for an organization involved in the assessment of risk and operational surveillance.</p>      |                         |     |         |
| <b>M.5</b>   | <p>A minimum of 1 year of experience designing a system(s) that incorporates at least 2 of the 7 following technologies:</p> <ul style="list-style-type: none"> <li>• IBM Master Data Management (MDM)</li> <li>• IBM Quality Stage Address Verification Interface (AVI)</li> <li>• IBM LanguageWare</li> <li>• IBM Operational Decision Management (ODM).</li> <li>• Service –oriented Architecture technologies</li> <li>• SAP Applications</li> <li>• IBM Websphere Application Server</li> </ul> |                         |     |         |
| <b>M.6</b>   | <p>A minimum of 3 years of experience designing a system(s) that uses IBM Websphere MQ (MQSeries) to integrate and transport data from disparate systems.</p>  |                         |     |         |

2.2 Tester – Level 2

| Name of proposed Resource: _____                                    |  |                         |     |         |
|---|--|-------------------------|-----|---------|
| The Bidder MUST demonstrate that the proposed Tester – Level 2 has: |  |                         |     |         |
| Criteria  | Mandatory Requirement  | Bidder's response       |     |         |
|   |  | INSERT PAGE # OF RESUME | Met | Not Met |
| M.1   | A minimum of 3 years of experience, within the last 5 years, in developing automated test scripts using standard automated testing tools.  |                         |     |         |
| M.2   | A minimum of 2 years of experience, within the last 5 years, in developing and executing automated test cases and test plans using standard automated testing tools.   |                         |     |         |
| M.3   | A minimum of 5 years of experience, within the last ten years, developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts, test analysis and reporting. |                         |     |         |
| M.4   | A minimum of 3 years of experience testing an application for an entire Software Development Lifecycle (SDLC).   |                         |     |         |

**2.3 Tester – Level 3**

| Name of proposed Resource: _____   |  |                         |     |         |
|--|--|-------------------------|-----|---------|
| The Bidder <b>MUST</b> demonstrate that the proposed Tester – Level 3 has: |  |                         |     |         |
| Criteria   | Mandatory Requirement  | Bidder's response       |     |         |
|  |  | INSERT PAGE # OF RESUME | Met | Not Met |
| <b>M.1</b>   | A minimum of 5 years of experience, within the last 7 years prior to the Original Solicitation Closing Date, in developing automated test scripts using standard automated testing tools.                            |                         |     |         |
| <b>M.2</b>   | A minimum of 5 years of experience, within the last 7 years prior to the Original Solicitation Closing Date, in developing and executing automated test cases and test plans using standard automated testing tools. |                         |     |         |
| <b>M.3</b>   | A minimum of ten years of experience developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts, test analysis and reporting.                                   |                         |     |         |
| <b>M.4</b>   | A minimum of 5 years of experience testing an application for an entire Software Development Lifecycle (SDLC)  |                         |     |         |
| <b>M.5</b>   | A minimum of 5 years of experience in testing applications.  |                         |     |         |

## 2.4 Business Architect – Level 3

| Name of proposed Resource: _____  |   |                         |     |         |
|---|---|-------------------------|-----|---------|
| The Bidder MUST demonstrate that the proposed Business Architect – Level 3 has: |   |                         |     |         |
| Criteria  | Mandatory Requirement   | Bidder's response       |     |         |
|   |   | INSERT PAGE # OF RESUME | Met | Not Met |
| <b>M.1</b>  | A minimum of ten years of experience developing policies and rules to support an organization's mandate and functional responsibilities.  |                         |     |         |
| <b>M.2</b>  | A minimum of 2 IM/IT projects developing specifications, presentations and use cases.<br>Each project referenced must be a minimum of 6 months duration to be considered.   |                         |     |         |
| <b>M.3<sup>PB</sup></b>   | A minimum of 5 years of experience developing and coordinating policies, processes and systems related to either:<br>(1) the collection or processing of advance reporting information in electronic or paperless communication methods; or<br>(2) border passage processing systems; or<br>(3) automated risk assessment processing;<br>for an organization involved in the assessment of risk and operational surveillance. |                         |     |         |
| <b>M.4<sup>PB</sup></b>   | A minimum of 2 years of experience in the development of:<br>(1) data acquisition strategies or border passage processing systems; and<br>(2) statement of requirements.  |                         |     |         |

## 2.5 Business Transformation Architect – Level 3

| Name of proposed Resource: _____  |   |                         |     |         |
|---|---|-------------------------|-----|---------|
| The Bidder <b>MUST</b> demonstrate that the proposed Business Transformation Architect – Level 3 has: |   |                         |     |         |
| Criteria  | Mandatory Requirement   | Bidder's response       |     |         |
|   |   | INSERT PAGE # OF RESUME | Met | Not Met |
| <b>M.1</b>  | A minimum of ten years of experience analyzing and developing architecture requirements design, process development, and process mapping.   |                         |     |         |
| <b>M.2<sup>PB</sup></b>   | Experience analyzing and developing architecture requirements design, process development, and process mapping on an IM/IT project.<br><br>Project referenced must be a minimum of 6 months duration to be considered.            |                         |     |         |
| <b>M.3<sup>PB</sup></b>   | A minimum of 2 years of experience in the development of data acquisition strategies or statement of requirements   |                         |     |         |
| <b>M.4</b>  | A minimum of 4 years of experience defining and negotiating business and program requirements with personnel in headquarters, and personnel in one of:<br><br>(a) regional offices in Canada; or<br><br>(b) international offices |                         |     |         |

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**APPENDIX A OF ATTACHMENT 2**  
**RFP BILLABLE DAYS RESPONSE TABLE**

Bidder Name: \_\_\_\_\_

By providing a response, the bidder certifies that billable days provided occurred during the billing period indicated below for ALL of the resource categories listed.

| RESOURCE CATEGORY                        | NUMBER OF BILLABLE DAYS  |  |  |  |
|--|--|--|--|--|
|  | Cross Reference to Contract Reference # _____<br>Billing Period:<br>____/____/____<br>(dd/mm/yy)<br>To<br>____/____/____<br>(dd/mm/yy) | Cross Reference to Contract Reference # _____<br>Billing Period:<br>____/____/____<br>(dd/mm/yy)<br>To<br>____/____/____<br>(dd/mm/yy) | Cross Reference to Contract Reference # _____<br>Billing Period:<br>____/____/____<br>(dd/mm/yy)<br>To<br>____/____/____<br>(dd/mm/yy) | Cross Reference to Contract Reference # _____<br>Billing Period:<br>____/____/____<br>(dd/mm/yy)<br>To<br>____/____/____<br>(dd/mm/yy) |
| Project Executive - Level 3              |  |  |  |  |
| Project Manager - Level 3                |  |  |  |  |
| Change Management Consultant – Level 3   |  |  |  |  |
| Application Software Architect - Level 3 |  |  |  |  |
| Business Architect - Level 3             |  |  |  |  |
| Business Analyst - Level 2               |  |  |  |  |
| Business Analyst - Level 3               |  |  |  |  |
| Business System Analyst – Level 3        |  |  |  |  |

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| RESOURCE CATEGORY                           | NUMBER OF BILLABLE DAYS  |  |  |  |
|---|--|--|--|--|
|   | Cross Reference to Contract Reference # _____<br>Billing Period:<br>____/____/____<br>(dd/mm/yy)<br>To<br>____/____/____<br>(dd/mm/yy) | Cross Reference to Contract Reference # _____<br>Billing Period:<br>____/____/____<br>(dd/mm/yy)<br>To<br>____/____/____<br>(dd/mm/yy) | Cross Reference to Contract Reference # _____<br>Billing Period:<br>____/____/____<br>(dd/mm/yy)<br>To<br>____/____/____<br>(dd/mm/yy) | Cross Reference to Contract Reference # _____<br>Billing Period:<br>____/____/____<br>(dd/mm/yy)<br>To<br>____/____/____<br>(dd/mm/yy) |
| Business Transformation Architect – Level 3 |  |  |  |  |

**APPENDIX B OF ATTACHMENT 2**

**BIDDER'S RESPONSE TEMPLATE FOR CORPORATE REFERENCES**

To meet M.2 of attachment 2, the Bidder must have demonstrated contract experience in supplying all of the resource categories or similar resource categories, for the required Minimum Billable Days per category, within the past 7 years prior to the Original Solicitation Closing Date. All resources provided must have completed at least 50% of the tasks detailed in Article 3 of Annex A (SOW), for the resource category for which they were provided.

The substantiation must not simply be a repetition of the tasks, but must explain responsibilities and demonstrate how the Bidder carried out the work while performing the tasks.

Bidder Name: \_\_\_\_\_ Bidder Contract Reference #: \_\_\_\_\_

**SECTION 1: CLIENT INFORMATION**

Government client (Yes/No)

Client Organization Name

Client Contact Name

Address

Telephone

Fax

E-mail

**SECTION 2: CONTRACT INFORMATION**

Contract Value

Award Date

Expiry Date

Description of requirement:

|                                 |                                      |   |
|---------------------------------|--------------------------------------|---|
|                                 |                                      |   |
|                                 |                                      |   |
|                                 |                                      |   |
|                                 |                                      |   |
|                                 |                                      |   |
|                                 |                                      |   |
|                                 |                                      |   |
|                                 |                                      |   |
|                                 |                                      |   |
|                                 |                                      |   |
|                                 |                                      |   |
|                                 |                                      |   |
| SECTION 3: RESOURCE DETAILS     |                                      |   |
| Category of Personnel and Level | Task from Article 5 of Annex A - SOW | Task performed under the contract, including substantiation |
|                                 |                                      |   |
|                                 |                                      |   |
|                                 |                                      |   |
|                                 |                                      |   |
|                                 |                                      |   |

### ATTACHMENT 3

## BID EVALUATION CRITERIA – RATED REQUIREMENTS

Technical proposals will be evaluated in accordance with the following evaluation criteria. Substantiation of rated requirements must not simply be a repetition of the criteria, but must explain and demonstrate how the Bidder meets the requirement. Where Canada determines that the substantiation of a rated requirement is not complete, the Bidder will be rated accordingly.

### 1.0 RATED RESOURCE REQUIREMENTS

#### 1.1 Application/Software Architect - Level 3

| Name of proposed Resource: _____  |   |                |  |   |
|---|---|----------------|--|---|
| The Bidder SHOULD demonstrate that the proposed Application/Software Architect – Level 3 has: |   |                |  |   |
| Criteria  | Rated Requirement   | Maximum Points | Point Allocation   | Substantiating Information, Cross Reference to Proposal |
| R.1   | Experience designing systems that provide secure access to a minimum of 100 external or independent businesses.                       | 10             | 0 to 1 year = 0 points<br>1+ to 3 years = 2 points<br>3+ to 5 years = 5 points<br>5+ years = 10 points |   |
| R.2   | Experience in designing Information Management/Information Technology (IM/IT) systems that operate 24 hours per day, 7 days per week. | 10             | 0 to 1 year = 0 points<br>1+ to 3 years = 2 points<br>3+ to 5 years = 5 points<br>5+ years = 10 points |   |

|            |  |    |  |  |
|------------|--|----|--|--|
| <b>R.3</b> | Experience in designing IM/IT systems for IM/IT projects with a dollar value in excess of a \$100 million budget.          | 10 | 0 to 1 year = 0 points<br>1+ to 3 years = 2 points<br>3+ to 5 years = 5 points<br>5+ years = 10 points |  |
| <b>R.4</b> | Experience designing systems that support a minimum of 500,000 transactions per day.                                       | 10 | 0 to 1 year = 0 points<br>1+ to 3 years = 2 points<br>3+ to 5 years = 5 points<br>5+ years = 10 points |  |
| <b>R.5</b> | Experience in the last 10 years designing systems that are based on Java front-ends accessing Z/OS operating environments. | 10 | 0 to 1 year = 0 points<br>1+ to 3 years = 2 points<br>3+ to 5 years = 5 points<br>5+ years = 10 points |  |

|            |   |    |   |  |
|------------|---|----|---|--|
| <b>R.6</b> | <p>Experience in analyzing and preparing architecture design models and specifications which include architectural model diagrams accompanied by written explanations of the architectural design and functionality for one or more of the following:</p> <ul style="list-style-type: none"> <li>• electronic submission, validation and business system processes</li> <li>• client identify management for supply chain partners</li> <li>• analyzing and implementing risk scoring or assessment algorithms</li> </ul> | 10 | <p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p> |  |
| <b>R.7</b> | <p>Experience in developing architecture models and viewpoints involving 1 or more of the following architecture modelling standard and software:</p> <ul style="list-style-type: none"> <li>• IBM Rational Software</li> <li>• Rational Rose</li> <li>• Archimate modelling standard</li> <li>• Qualiware Architect Modelling Software</li> </ul>  | 5  | <p>0 to 3 years = 0 points</p> <p>3+ to 5 years = 3 points</p> <p>5+ years = 5 points</p>                                 |  |
| <b>R.8</b> | <p>Experience in analyzing and implementing applications in a Service-oriented Architecture (SOA)* environment.</p> <p>*SOA is an approach for developing enterprise information systems solutions based on services, is an industry best practice, which promotes open architecture and aims to align information system services with business processes and data to enable re-use of business level functions.</p>   | 5  | <p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ years = 5 points</p>                                  |  |

|                        |  |    |   |  |
|------------------------|--|----|---|--|
| <b>R.9</b>             | Experience in designing, developing and/or implementing IT systems involving business rules engine.  | 5  | 0 to 1 year = 0 points<br>1+ to 3 years = 2 points<br>3+ years = 5 points   |  |
| <b>R.10</b>            | Experience in using TOGAF for the design and development of IT applications.   | 5  | 0 to 3 years = 0 points<br>3+ to 5 years = 3 points<br>5+ years = 5 points  |  |
| <b>R.11</b>            | <p>Experience in analyzing and preparing architecture design models and specifications, which include architectural model diagrams accompanied by written explanations of the architectural design and functionality, for one or more of the following:</p> <ul style="list-style-type: none"> <li>(1) electronic submission, validation and business system processes; or</li> <li>(2) client identify management for supply chain partners; or</li> <li>(3) implementing risk scoring or assessment algorithms</li> </ul> <p>as it relates to the assessment of risk and operational surveillance.</p> | 10 | <p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p> |  |
| Total Points Available |  |    | 90  |  |
| Minimum Pass Mark      |  |    | 58  |  |

1.2

Tester - Level 2

| <b>Name of proposed Resource:</b> _____                                      |  |                |  |   |
|--|--|----------------|--|---|
| <b>The Bidder SHOULD demonstrate that the proposed Tester – Level 2 has:</b> |  |                |  |   |
| Criteria   | Rated Requirement  | Maximum Points | Point Allocation   | Substantiating Information, Cross Reference to Proposal |
| <b>R.1</b>   | <p>Experience, as indicated in M.1, in developing automated test scripts using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 5 years.</p>                            | 10             | <p>0 to 3 years = 0 points</p> <p>3+ to 4 years = 2 points</p> <p>4+ to 5 years = 4 points</p> <p>5+ to 6 years = 6 points</p> <p>6+ to 7 years = 8 points</p> <p>7+ years = 10 points</p> |   |
| <b>R.2</b>   | <p>Experience, as indicated in M.2, in developing and executing automated test cases and test plans using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 5 years.</p> | 10             | <p>0 to 2 years = 0 points</p> <p>2+ to 3 years = 2 points</p> <p>3+ to 4 years = 4 points</p> <p>4+ to 5 years = 6 points</p> <p>5+ to 6 years = 8 points</p> <p>6+ years = 10 points</p> |   |

|            |  |         |  |  |
|------------|--|---------|--|--|
| <b>R.3</b> | <p>Experience, as indicated in M.3, in developing test packages, including test strategies, test plans, test cases, test cycles, automated test scripts, test analyses and reporting.</p> <p>This additional experience does not have to be within the last ten years.</p> | 10      | <p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p> |  |
| <b>R.4</b> | <p>Experience, within the last 10 years, preparing or conducting or participating in walkthroughs and reviews that are related to integrated software testing and implementation readiness.</p>  | 10      | <p>0 to 1 year = 0 points</p> <p>1+ to 2 years = 2 points</p> <p>2+ to 3 years = 4 points</p> <p>3+ to 4 years = 6 points</p> <p>4+ to 5 years = 8 points</p> <p>5+ years = 10 points</p>  |  |
| <b>R.5</b> | <p>Experience in conducting tests using Extensible Markup Language (XML) messaging formats.</p>  | 10      | <p>0 to 1 year = 0 point</p> <p>1+ to 2 years = 4 points</p> <p>2+ to 3 years = 6 points</p> <p>3+ to 4 years = 8 points</p> <p>4+ years = 10 points</p>                                   |  |
| <b>R.6</b> | <p>Experience in testing applications developed using iterative methodologies.</p>   | 1052/70 | <p>0 to 1 year = 0 points</p> <p>1+ to 2 years = 4 points</p> <p>2+ to 3 years = 6 points</p> <p>3+ to 4 years = 8 points</p> <p>4+ years = 10 points</p>                                  |  |

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| <b>R.7</b>             | Experience in testing object-oriented and tier applications | 10 | 0 to 1 year = 0 points<br>1+ to 2 years = 4 points<br>2+ to 3 years = 6 points<br>3+ to 4 years = 8 points<br>4+ years = 10 points |  |
| Total Points Available |   |    | 70   |  |
| Minimum Pass Mark      |   |    | 45   |  |

1.3

Tester - Level 3

| Name of proposed Resource: _____                                      |  |                |  |   |
|---|--|----------------|--|---|
| The Bidder SHOULD demonstrate that the proposed Tester – Level 3 has: |  |                |  |   |
| Criteria  | Rated Requirement  | Maximum Points | Point Allocation   | Substantiating Information, Cross Reference to Proposal |
| <b>R.1</b>  | <p>Experience, as indicated in M.1, in developing automated test scripts using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 7 years.</p>                            | 10             | <p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p> |   |
| <b>R.2</b>  | <p>Experience, as indicated in M.2, in developing and executing automated test cases and test plans using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 7 years.</p> | 10             | <p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p> |   |

|            |   |    |  |  |
|------------|---|----|--|--|
| <b>R.3</b> | Experience, as indicated in M.3, in developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts, test analysis and reporting. | 15 | 0 to 10 years = 0 points<br>10+ to 11 years = 8 points<br>11+ to 12 years = 10 points<br>12+ to 13 years = 12 points<br>13+ to 14 years = 14 points<br>14+ years = 15 points |  |
| <b>R.4</b> | Experience, as indicated in M.5, in testing applications.   | 10 | 0 to 5 years = 0 points<br>5+ to 6 years = 2 points<br>6+ to 7 years = 4 points<br>7+ to 8 years = 6 points<br>8+ to 9 years = 8 points<br>9+ years = 10 points              |  |
| <b>R.5</b> | Experience in conducting tests using Extensible Markup Language (XML) messaging formats.  | 10 | 0 to 5 years = 0 points<br>5+ to 6 years = 2 points<br>6+ to 7 years = 4 points<br>7+ to 8 years = 6 points<br>8+ to 9 years = 8 points<br>9+ years = 10 points              |  |
| <b>R.6</b> | Experience in testing applications developed using iterative methodologies.   | 10 | 0 to 5 years = 0 points<br>5+ to 6 years = 2 points<br>6+ to 7 years = 4 points<br>7+ to 8 years = 6 points  |  |

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|                        |  |    | 8+ to 9 years = 8 points<br>9+ years = 10 points  |  |
| <b>R.7</b>             | Experience in testing object-oriented n-tier applications. | 10 | 0 to 5 years = 0 points<br>5+ to 6 years = 2 points<br>6+ to 7 years = 4 points<br>7+ to 8 years = 6 points<br>8+ to 9 years = 8 points<br>9+ years = 10 points |  |
| Total Points Available |  |    | 75  |  |
| Minimum Pass Mark      |  |    | 49  |  |

**1.4 Business Architect - Level 3**

| <b>Name of proposed Resource:</b> _____  |   |                       |   |  |
|--|---|-----------------------|---|--|
| <b>The Bidder SHOULD demonstrate that the proposed Business Architect – Level 3 has:</b> |   |                       |   |  |
| <b>Criteria</b>  | <b>Rated Requirement</b>  | <b>Maximum Points</b> | <b>Point Allocation</b>   | <b>Substantiating Information, Cross Reference to Proposal</b> |
| <b>R.1</b>   | Experience developing specifications, presentations and use cases involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders. | 10                    | 0 project = 0 points<br>1 project = 5 points<br>2 or more projects = 10 points                                |  |
| <b>R.2</b>   | Experience assessing business needs and translating requirements into system functional specifications.   | 10                    | 0 to 10 years = 0 points<br>10+ to 12 years = 2 points<br>12+ to 15 years = 5 points<br>15+ years = 10 points |  |

|            |  |    |  |  |
|------------|--|----|--|--|
| <b>R.3</b> | Experience documenting business processes using IBM WebSphere Business Process Model Notation (BPMN).  | 10 | <p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>    |  |
| <b>R.4</b> | <p>Experience, as indicated in M.3, developing and coordinating policies, processes and systems related to either:</p> <p>(1) the collection or processing of advance reporting information in electronic or paperless communication methods; or</p> <p>(2) border passage processing systems; or</p> <p>(3) automated risk assessment processing.</p> | 10 | <p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p> |  |
| <b>R.5</b> | Experience in using TOGAF for the design and development of IT applications.   | 5  | <p>0 to 3 years = 0 points</p> <p>3+ to 5 years = 3 points</p> <p>5+ years = 5 points</p>                                    |  |

|                        |  |    |   |  |
|------------------------|--|----|---|--|
| <b>R.6</b>             | Experience in evaluating the feasibility of architecture and technologies to deliver business system changes.  | 10 | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points |  |
| <b>R.7</b>             | Experience, as indicated in M.3, developing and coordinating policies, processes and systems related to either:<br>(1) the collection or processing of advance reporting information in electronic or paperless communication methods; or<br>(2) border passage processing systems; or<br>(3) automated risk assessment processing<br>for an organization involved in the assessment of risk and operational surveillance. | 10 | 0 to 5 years = 0 points<br>5+ to 7 years = 2 points<br>7+ to 10 years = 5 points<br>10+ years = 10 points |  |
| Total Points Available |  |    | 65  |  |
| Minimum Pass Mark      |  |    | 42  |  |

1.5

**Business Transformation Architect - Level 3**

| <b>Name of proposed Resource:</b> _____   |  |                |   |   |
|---|--|----------------|---|---|
| <b>The Bidder SHOULD demonstrate that the proposed Business Transformation Architect – Level 3 has:</b> |  |                |   |   |
| Criteria  | Rated Requirement  | Maximum Points | Point Allocation  | Substantiating Information, Cross Reference to Proposal |
| <b>R.1</b>  | <p>Experience analysing and developing architecture requirements design, process development, and process mapping for IM/IT project(s).</p> <p>Project referenced must be a minimum of 6 months duration to be considered.</p> | 15             | <p>1 project = 5 points</p> <p>2 projects = 10 points</p> <p>3 or more projects = 15 points</p>                         |   |
| <b>R.2</b>  | <p>Experience analyzing business and systems requirements and developing business requirements to systems requirements traceability matrices.</p>  | 10             | <p>0 to 1 year = 0 points</p> <p>1 to 3 years = 2 points</p> <p>3 to 5 years = 5 points</p> <p>5+ years = 10 points</p> |   |

|                        |  |    |   |  |
|------------------------|--|----|---|--|
| <b>R.3</b>             | Experience analyzing business objectives and business requirements and developing business requirements documentation.   | 10 | <p>0 to 1 year = 0 points</p> <p>1 to 3 years = 2 points</p> <p>3 to 5 years = 5 points</p> <p>5+ years = 10 points</p>   |  |
| <b>R.4</b>             | <p>Experience on initiatives involving collaboration or liaison with national or foreign:</p> <ul style="list-style-type: none"> <li>• government departments or agencies; or</li> <li>• stakeholders; or</li> <li>• representatives.</li> </ul> | 10 | <p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p> |  |
| <b>R.5</b>             | Experience working with World Customs Organization frameworks or agreements (including but not limited to nomenclature, enforcement and compliance, and procedures and facilitation).  | 10 | <p>0 to 1 year = 0 points</p> <p>1+ year = 10 points</p>  |  |
| Total Points Available |  |    | 55  |  |
| Minimum Pass Mark      |  |    | 35  |  |