



**RETURN BIDS TO:**  
**RETOURNER LES SOUMISSIONS À:**  
PWGSC/TPSGC Acquisitions Bid  
Receiving/Réception des Soumissions  
126 Prince William Street/  
126, rue Prince William  
Suite 14B  
Saint John  
New Brunswick  
E2L 2B6  
Bid Fax: (506) 636-4376

**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**

<b>Title - Sujet</b> Courseware Production Services	
<b>Solicitation No. - N° de l'invitation</b> W2037-190094/A	<b>Date</b> 2018-12-20
<b>Client Reference No. - N° de référence du client</b> W2037-190094	
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$STJ-005-4386	
<b>File No. - N° de dossier</b> STJ-8-41066 (005)	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2019-01-30</b>	<b>Time Zone</b> <b>Fuseau horaire</b> Atlantic Standard Time AST
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Lomax (STJ), Sandra	<b>Buyer Id - Id de l'acheteur</b> stj005
<b>Telephone No. - N° de téléphone</b> (506) 639-8503 ( )	<b>FAX No. - N° de FAX</b> (506) 636-4376
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> DEPARTMENT OF NATIONAL DEFENCE TACTICS SCHOOL, CTC GAGETOWN ARMY LEARNING SUPPORT CENTRE OROMOCTO New Brunswick E2V4J5 Canada	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

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

**Issuing Office - Bureau de distribution**  
Saint John, NB (STJ)  
126 Prince William Street/  
126, rue Prince William  
Suite 14B  
Saint John  
New Bruns  
E2L 2B6

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

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## TABLE OF CONTENTS

<b>PART 1 - GENERAL INFORMATION .....</b>	<b>3</b>
1.1 INTRODUCTION.....	3
1.2 SUMMARY .....	3
<b>PART 2 - BIDDER INSTRUCTIONS .....</b>	<b>5</b>
2.1 STANDARD INSTRUCTIONS, CLAUSES AND CONDITIONS.....	5
2.2 SUBMISSION OF BIDS.....	6
2.3 FORMER PUBLIC SERVANT.....	6
2.4 ENQUIRIES - BID SOLICITATION.....	7
2.5 APPLICABLE LAWS.....	8
2.6 IMPROVEMENT OF REQUIREMENT DURING SOLICITATION PERIOD .....	8
2.7 BASIS FOR CANADA'S OWNERSHIP OF INTELLECTUAL PROPERTY .....	8
<b>PART 3 - BID PREPARATION INSTRUCTIONS.....</b>	<b>9</b>
3.1 BID PREPARATION INSTRUCTIONS .....	9
<b>PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION .....</b>	<b>11</b>
4.1 EVALUATION PROCEDURES.....	11
4.2 BASIS OF SELECTION.....	15
<b>PART 5 - CERTIFICATIONS AND ADDITIONAL INFORMATION .....</b>	<b>16</b>
5.1 CERTIFICATIONS REQUIRED WITH THE BID .....	16
5.2 CERTIFICATIONS PRECEDENT TO CONTRACT AWARD AND ADDITIONAL INFORMATION .....	16
<b>PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS.....</b>	<b>18</b>
6.1 SECURITY REQUIREMENTS .....	18
6.2 FINANCIAL CAPABILITY .....	18
6.3 CONTROLLED GOODS REQUIREMENT.....	18
6.4 INSURANCE REQUIREMENTS .....	18
<b>PART 7 - RESULTING CONTRACT CLAUSES .....</b>	<b>19</b>
7.1 STATEMENT OF WORK .....	17
7.2 STANDARD CLAUSES AND CONDITIONS.....	22
7.3 SECURITY REQUIREMENTS .....	22
7.4 TERM OF CONTRACT .....	23
7.5 AUTHORITIES .....	23
7.6 PROACTIVE DISCLOSURE OF CONTRACTS WITH FORMER PUBLIC SERVANTS .....	25
7.7 PAYMENT .....	25
7.8 INVOICING INSTRUCTIONS .....	26
7.9 CERTIFICATIONS AND ADDITIONAL INFORMATION.....	27
7.10 APPLICABLE LAWS.....	27
7.11 PRIORITY OF DOCUMENTS .....	27
7.12 DEFENCE CONTRACT .....	28
7.13 FOREIGN NATIONALS.....	28

Solicitation No. - N° de l'invitation  
W2037-190094/A  
Client Ref. No. - N° de réf. du client  
W2037-190094

Amd. No. - N° de la modif.  
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Buyer ID - Id de l'acheteur  
SJT005  
CCC No./N° CCC - FMS No./N° VME

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<b>ANNEX "A"</b> .....	<b>31</b>
STATEMENT OF WORK .....	31
<b>ANNEX "B"</b> .....	<b>59</b>
BASIS OF PAYMENT .....	59
<b>ANNEX "C"</b> .....	<b>66</b>
SECURITY REQUIREMENTS CHECK LIST .....	66
<b>ANNEX "D"</b> .....	<b>67</b>
TECHNICAL EVALUATION CRITERIA .....	67
<b>ANNEX "E"</b> .....	<b>74</b>
FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY – CERTIFICATION .....	74
<b>ANNEX "F"</b> .....	<b>75</b>
DND 626 TASK AUTHORIZATION FORM .....	75
<b>ANNEX "G"</b> .....	<b>76</b>
COMPLETE LIST OF EACH INDIVIDUAL WHO ARE CURRENTLY DIRECTORS AND/OR OWNERS OF THE BIDDER .....	76

## **PART 1 - GENERAL INFORMATION**

### **1.1 Introduction**

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

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

The Annexes include the Statement of Work the Basis of Payment, Security Requirements, the Security Requirements Checklist, the Electronic Payment Instruments, the Federal Contractors Program for Employment Equity - Certification, the Insurance Requirements, DND 626 Task Authorization Form and any other annexes.

### **1.2 Summary**

- 1.2.1 The Department of National Defence (DND) has a requirement for a service provider to supply resources capable of developing and supporting courseware projects by providing e-learning production distribution and related support services.

The contractor must demonstrate that they can provide all services (resources) listed below:

- 1 Senior Project Manager (PM)
- 6 Intermediate Project Managers (PM)
- 1 Senior Instructional Designers (ID)
- 18 Intermediate Instructional Designers (ID)
- 8 Junior Instructional Designers (ID)
- 1 Quality Assurance (QA) consultant
- 1 Bilingual Quality Control (QC) consultant
- 1 Senior E-Learning Product Programmers (ELPP)
- 4 Intermediate E-Learning Product Programmers (ELPP)
- 3 Junior E-Learning Product Programmers (ELPP)
- 1 Intermediate 3D / Gaming Programmer (3D GP)
- 1 Junior 3D / Gaming Programmer (3D GP)
- 2 3D Animator (3D A)
- 3 Courseware Technical Advisor (CTA)

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The services will be provided to the Army Learning Support Centre, 5 CDSB Gagetown, Oromocto, New Brunswick, through the use of Task Authorizations during the period of April 1, 2019, or date of award to March 31, 2022.

- 1.2.2 "There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website".
- 1.2.3 The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), and the Canadian Free Trade Agreement (CFTA).
- 1.2.4 This procurement is subject to the Controlled Goods Program. The Defence production Act defines Canadian Controlled Goods as certain goods listed in Canada's Export Control List, a regulation made pursuant to the Export and Import Permits Act (EIPA).
- 1.2.5 The Federal Contractors Program (FCP) for employment equity applies to this procurement; refer to Part 5 – Certifications and Additional Information, Part 7 - Resulting Contract Clauses and the annex titled [Federal Contractors Program for Employment Equity - Certification](#).

### 1.3 Debriefings

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

### 1.4 Phase Bid Compliance Process

The Phased Bid Compliance Process applies to this requirement

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## PART 2 - BIDDER INSTRUCTIONS

### 2.1 Standard Instructions, Clauses and Conditions

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

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

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

Subsection 3.a) of Section 01, Integrity Provisions - Bid of Standard Instruction [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 Arrangements (RFSA), 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 “.

Subsection 5.4 of [2003](#), Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days  
Insert: 120 days

#### 2.1.1 SACC Manual Clauses

SACC Reference	Section	Date
A9130T	Controlled Goods Program – Bid	2014/11/27
C9000T	Pricing	2010/08/16

#### 2.1.2 Conflict of Interest – Unfair Advantage

The [2003](#) (2018/05/22) Standard Instruction – Goods or Services – Competitive Requirements, Section 18 (2012/03/02) Conflict of Interest – Unfair Advantage is incorporated in full text below and will be enforced:

1. In order to protect the integrity of the procurement process, bidders are advised that Canada may reject a bid in the following circumstances:
  - a. if the Bidder, any of its subcontractors, any of their respective employees or former employees was involved in any manner in the preparation of the bid solicitation or in any situation of conflict of interest or appearance of conflict of interest;
  - b. if the Bidder, any of its subcontractors, any of their respective employees or former employees had access to information related to the bid solicitation that was not available to other bidders and that would, in Canada's opinion, give or appear to give the Bidder an unfair advantage.

2. The experience acquired by a bidder who is providing or has provided the goods and services described in the bid solicitation (or similar goods or services) will not, in itself, be considered by Canada as conferring an unfair advantage or creating a conflict of interest. This bidder remains however subject to the criteria established above.
3. Where Canada intends to reject a bid under this section, the Contracting Authority will inform the Bidder and provide the Bidder an opportunity to make representations before making a final decision. Bidders who are in doubt about a particular situation should contact the Contracting Authority before bid closing. By submitting a bid, the Bidder represents that it does not consider itself to be in conflict of interest nor to have an unfair advantage. The Bidder acknowledges that it is within Canada's sole discretion to determine whether a conflict of interest, unfair advantage or an appearance of conflict of interest or unfair advantage exists.

## 2.2 Submission of Bids

Bids must be submitted only to the Public Works and Government Services Canada (PWGSC) Bid Receiving Unit specified below by the date and time indicated on page 1 of the bid solicitation:

PWGSC Acquisitions, Bid Receiving  
126 Prince William Street  
Suite 14B  
Saint John, NB E2L 2B6

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

## 2.3 Former Public Servant

### Former Public Servant - Competitive Bid

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 FPS, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

### Definitions

For the purposes of this clause,

"former public servant" is any former member of a department as defined in the *Financial Administration Act*, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a) an individual;
- b) an individual who has incorporated;
- c) a partnership made of former public servants; or
- d) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

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

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

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

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

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

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

### **Work Force Adjustment Directive**

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

If so, the Bidder must provide the following information:

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

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

*(Derived from - Provenant de: A3025T, 2014/06/26)*

## **2.4 Enquiries - Bid Solicitation**

All enquiries must be submitted in writing to the Contracting Authority no later than ten (10) calendar days before the bid closing date. Enquiries received after that time may not be answered.

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

## 2.5 Applicable Laws

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

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

## 2.6 Improvement of Requirement During Solicitation Period

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least fourteen (14) days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

*(Derived from - Provenant de: A9076T, 2007/05/25 )*

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

The Department of National Defence has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, for the following reasons, as set out in the [Policy on Title to Intellectual Property Arising Under Crown Procurement Contracts](#):

- National Security; and
- Where the material developed or produced consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

*(Derived from - Provenant de: K3200T, 2016/01/28 )*

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## PART 3 - BID PREPARATION INSTRUCTIONS

### 3.1 Bid Preparation Instructions

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

- Section I: Technical Bid (4 hard copies)
- Section II: Financial Bid (1 hard copies)
- Section III: Certifications (1 hard copies)

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

Canada requests that bidders follow the format instructions described below in the preparation of hard copy of their bid:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to the bid solicitation.

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 [Policy on Green Procurement](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573) (<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573>). To assist Canada in reaching its objectives, bidders should:

- 1) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and
- 2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

#### Section I: Technical Bid

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

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

#### Substantial Information

Bidders must demonstrate their compliance with the following sections of the bid solicitation by providing substantial information describing completely and in detail how the requirement is met or addressed.

Solicitation No. - N° de l'invitation  
W2037-190094/A  
Client Ref. No. - N° de réf. du client  
W2037-190094

Amd. No. - N° de la modif.  
File No. - N° du dossier  
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Buyer ID - Id de l'acheteur  
SJT005  
CCC No./N° CCC - FMS No./N° VME

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Bidders must provide with their technical bid, a document indicating clearly where the substantial information for each of the sections identified in Annex D – Technical Evaluation Criteria can be found.

**Section II: Financial Bid**

**3.1.1** Bidders must submit their financial bid in accordance with Annex "B - Basis of Payment

**Section III: Certifications**

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

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## **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.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.
- (c) Canada will use the Phased Bid Compliance Process described below.

#### **4.1.1 Phased Bid Compliance Process**

##### **4.1.1.1 (2018-07-19) 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

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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 (2018-03-13) 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 (2018-03-13) 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 (2018-03-13) 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.

#### **4.1.2 Technical Evaluation**

The Phased Bid Compliance Process will apply to all mandatory technical criteria.

##### **4.1.2.1. Mandatory Technical Criteria**

Mandatory Technical Criteria as specified in Annex "D "

#### **4.1.3 Financial Evaluation**

##### **4.1.3.1 Mandatory Financial Criteria**

*SACC Manual* Clause A0220T (2014/06/26), Evaluation of Price - Bid  
*SACC Manual* Clause C3011T (2014/06/26) Exchange Rate Fluctuation

#### **4.2 Basis of Selection**

##### **4.2.1 Mandatory Technical Criteria**

A bid must comply with the requirements of the bid solicitation and meet all mandatory technical evaluation criteria to be declared responsive. The responsive bid with the lowest evaluated price will be recommended for award of a contract

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## PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

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

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

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

### 5.1 Certifications Required with the Bid

Bidders must submit the following duly completed certifications as part of their bid.

#### 5.1.1 Integrity Provisions - Declaration of Convicted Offences

In accordance with the Integrity Provisions of the Standard Instructions, all bidders must provide with their bid, **if applicable**, the Integrity declaration form available of the [Forms for the Integrity Regime](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

### 5.2 Certifications Precedent to Contract Award and Additional Information

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

#### 5.2.1 Integrity Provisions – Required Documentation

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real procurement agreement of the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

#### 5.2.2 Federal Contractors Program for Employment Equity - Bid Certification

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

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

Solicitation No. - N° de l'invitation  
W2037-190094/A  
Client Ref. No. - N° de réf. du client  
W2037-190094

Amd. No. - N° de la modif.  
File No. - N° du dossier  
STJ-8-41066

Buyer ID - Id de l'acheteur  
SJT005  
CCC No./N° CCC - FMS No./N° VME

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

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

### 5.2.3 Additional Certifications Precedent to Contract Award

#### 5.2.3.2 Status and Availability of Resources

The Bidder certifies that, should it be 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. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, 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.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

#### 5.2.3.3 Education and Experience

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.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

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## PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

### 6.1 Security Requirements

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

### 6.2 Financial Capability

SACC Manual clause [A9033T](#) (2012/07/16) Financial Capability

### 6.3 Controlled Goods Requirement

SACC Manual clause [A9130T](#) (2014/11/27) Controlled Goods Program

### 6.4 Insurance Requirements

#### Insurance – Proof of Availability Prior to Contract Award

The Bidder must provide a letter from an insurance broker or an insurance company licensed to operate in Canada stating that the Bidder, if awarded a contract as a result of the bid solicitation, can be insured in accordance with the Insurance Requirements specified in Section 7.14.

If the information is not provided in the bid, the Contracting Authority will so inform the Bidder and provide the Bidder 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 that time period will render the bid non-responsive.

(Derived from - Provenant de: G1007T, 2016/01/28 )

## **PART 7 - RESULTING CONTRACT CLAUSES**

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

### **7.1 Statement of Work**

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

#### **7.1.2 Task Authorization - Department of National Defence**

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

##### **7.1.2.1 Task Authorization Process**

The administration of the Task Authorization process will be carried out by the Department of National Defence, DND Procurement Authority. This process includes monitoring, controlling and reporting on expenditures of the contract with task authorizations to the PWGSC Contracting Authority.

Administration process:

- (i) The DND Technical Authority prepares a SOW describing the task. The SOW will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for the deliverables.
- (ii) The DND Procurement Authority will submit the Task SOW to the Contractor.
- (iii) The Contractor reviews the Task SOW and within 5 calendar days of its receipt, provides to the DND Procurement Authority the proposed total estimated cost for performing the task and the breakdown of that cost (Level of effort (LOE), established in accordance with the Basis of Payment specified in the Contract attached as Annex "B").
- (iv) The DND Procurement Authority reviews the LOE quote with the DND Technical Authority.
- (v) If the LOE quote is within the DND's authorized individual TA limit, the DND Procurement Authority prepares the TA obtains all appropriate signatures and forward copies to the DND Technical Authority, the PWGSC Contracting Authority, and the Contractor.
- (vi) If the quote exceeds DND's authorized individual task authorization limit, the PWGSC Contracting Authority must also approve the TA prior to DND releasing it to the Contractor.

- (vii) TA amendments require completion of an amendment to the TA. The DND Procurement Authority approves tasks where the amended value is within the authorized individual TA limit established in the contract. The PWGSC Contracting Authority must approve any amendment that exceeds the authorized individual TA limit before the DND Procurement Authority releases it to the Contractor.
- (viii) The Contractor must not commence work until a TA authorized by the DND Procurement Authority, or PWGSC Contracting Authority, as appropriate, has been received by the Contractor. The Contractor acknowledges that any work performed before a TA has been received will be done at the Contractor's own risk.
- (ix) At the Request of the DND Procurement Authority, the Contractor must report on progress of approved TA and on the estimated time and expenditure left to complete.
- (x) All TAs incorporate all of the articles, terms and conditions of this Contract.

#### **7.1.2.2 Task Authorization Limit**

The DND Procurement Authority may authorize individual task authorizations up to a limit of \$700,000.00, Applicable Taxes included, inclusive of any revisions.

Any task authorization to be issued in excess of that limit must be authorized by the DND Procurement Authority and the PWGSC Contracting Authority before issuance.

#### **7.1.2.3 Minimum Work Guarantee - All the Work - Task Authorizations**

1. In this clause,

"Maximum Contract Value" means the amount specified in the "Limitation of Expenditure" clause set out in the Contract; and

"Minimum Contract Value" means 10% of the Maximum Contract Value.

- 2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph 3. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
- 3. In the event that Canada does not request work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- 4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

*(Derived from - Provenant de: B9030C, 2011/05/16 )*

#### **7.1.2.4 Periodic Usage Reports - Contracts with Task Authorizations**

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

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

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

If an alternate reporting period is required, delete the quarterly periods provided below and define the alternate reporting period.)

The quarterly periods are defined as follows:

- 1st quarter: April 1 to June 30;
- 2nd quarter: July 1 to September 30;
- 3rd quarter: October 1 to December 31; and
- 4th 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.

#### **Reporting Requirement- Details**

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

##### **For each authorized task:**

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

##### **For all authorized tasks:**

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

## 7.2 Standard Clauses and Conditions

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

### 7.2.1 General Conditions

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

### 7.2.2 Supplemental General Conditions

4007 (2010/08/16) *Canada to Own Intellectual Property Rights in Foreground Information* apply to and form part of the Contract.

## 7.3 Security Requirements

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

### SECURITY REQUIREMENT FOR CANADIAN SUPPLIER:

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer, 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).
2. This contract includes access to **Controlled Goods**. Prior to access, the contractor must be registered in the Controlled Goods Program of Public Works and Government Services Canada (PWGSC).
3. The Contractor/Offeror personnel requiring access to CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **SECRET**, granted or approved by CISD/PWGSC.
4. The Contractor/Offeror MUST NOT remove any CLASSIFIED information or assets from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction.
5. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
6. The Contractor/Offeror must comply with the provisions of the:
  - (a) Security Requirements Check List and security guide (if applicable), attached at Annex C
  - (b) *Industrial Security Manual* (Latest Edition).

## 7.4 Term of Contract

### 7.4.1 Period of the Contract

The Work is to be performed during the period of April 1, 2019, or Date of Award to March 31, 2022.

## 7.5 Authorities

### 7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Sandra Lomax  
Title: Supply Officer  
Organization: Public Works and Government Services Canada  
Acquisitions Branch  
Directorate: Real Property Contracting  
Address: 126 Prince William Street  
Saint John, New Brunswick  
E2L 2B6  
Telephone: (506) 639-8503  
Facsimile: (506) 636-4376  
E-mail address: sandra.lomax@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.

### 7.5.2 DND's Representative

#### 7.5.2.1 Technical Authority

The Technical Authority for the Contract is:

#### Details will be provided in any resulting contract

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
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 Project Authority; however, the

Solicitation No. - N° de l'invitation  
W2037-190094/A  
Client Ref. No. - N° de réf. du client  
W2037-190094

Amd. No. - N° de la modif.  
File No. - N° du dossier  
STJ-8-41066

Buyer ID - Id de l'acheteur  
SJT005  
CCC No./N° CCC - FMS No./N° VME

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Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### 7.5.2.2 Task Authorization Authority

The Task Authorization Authority for the Contract is:

**Details will be provided in any resulting contract**

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

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_\_

Facsimile: \_\_\_\_-\_\_\_\_-\_\_\_\_\_

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

### 7.5.2.3 Procurement Authority

The Procurement Authority for the Contract is:

**Details will be provided in any resulting contract**

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

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_\_

Facsimile: \_\_\_\_-\_\_\_\_-\_\_\_\_\_

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

### 7.5.3 Contractor's Representative (bidder please complete)

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

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Facsimile: \_\_\_\_\_

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

## **7.6 Proactive Disclosure of Contracts with Former Public Servants**

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

*(Derived from - Provenant de: A3025C, 2013/03/21 )*

## **7.7 Payment**

### **7.7.1 Basis of Payment**

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work, as determined in accordance with the Basis of Payment specified in the applicable Task Authorization document, which will be established based on the ceiling rates set out in Annex B attached to this Contract. Customs duties are included and Applicable Taxes are extra

### **7.7.2 Limitation of expenditure – Task Authorization**

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work specified in the authorized Task Authorization (TA), as determined in accordance with the Basis of Payment in Annex B, to the limitation of expenditure specified in the authorized TA.

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

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

### **7.7.3 Travel and Living Expenses**

The Contractor will be reimbursed for the authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for overhead or profit, in accordance with the meal, private vehicle and incidental expense allowances specified in Appendices B, C and D of the Treasury Board Travel Directive, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

All travel must have the prior authorization of the DND Technical Authority. All payments are subject to government audit.

Estimated Cost: \$ 20,000.00

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#### 7.7.4 Basis of Payment – Cumulative Total of all Task Authorizations

1. Canada's total liability to the Contractor under the Contract for all authorized Task Authorizations (TAs), inclusive of any revisions, must not exceed the sum of \$ \_\_\_\_\_. Customs duties are included and Applicable Taxes are extra.
2. 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.
3. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
  - a. when it is 75 percent committed, or
  - b. four (4) months before the contract expiry date, or
  - c. as soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
4. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

#### 7.7.5 Method of Payment

SACC Reference	Section	Date
H1001C	Multiple Payments	2008/05/12

#### 7.7.6 SACC Manual Clauses

SACC Reference	Section	Date
A9117C	T1204 - Direct Request by Customer Department	2007/11/30
C2000C	Taxes - Foreign-based Contractor	2007/11/30

#### 7.8 Invoicing Instructions

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

Each invoice must be supported by:

- (a) a copy of time sheets to support the time claimed;
- (b) a copy of the release document and any other documents as specified in the Contract;
- (c) a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;

- (d) a copy of the monthly progress report.

2. Invoices must be distributed as follows:

- (a) The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.

## 7.9 Certifications and Additional Information

### 7.9.1 Compliance

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

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

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

### 7.9.3 SACC Manual Clauses

SACC Reference	Section	Date
A0285C	Workers Compensation	2007/05/25

## 7.10 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in **New Brunswick**

## 7.11 Priority of Documents

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

- (a) the Articles of Agreement;
- (b) the supplemental general conditions 4007 (2010/08/16), Canada to Own Intellectual Property Rights in Foreground Information;
- (c) 2035 (2018/06/21), General Conditions - Higher Complexity - Services;
- (d) Annex A, Statement of Work;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) the signed Task Authorizations (including all of its annexes, if any) ;
- (h) the Contractor's bid dated \_\_\_\_\_, , as clarified on \_\_\_\_\_, as amended on \_\_\_\_\_.

## 7.12 Defence Contract

SACC Manual clause [A9006C](#) (2012/07/16) Defence Contract

SACC Reference	Section	Date
A9062C	Canadian Forces Site Regulations	2011/05/16
A9131C	Controlled Goods Program - Contract	2014/11/27

## 7.13 Foreign Nationals

SACC Manual clause [A2000C](#) (2006/06/16) Foreign Nationals (Canadian Contractor)

**OR**

SACC Manual clause [A2001C](#) (2006/06/16) Foreign Nationals (Foreign Contractor)

## 7.14 Insurance Requirements

The Contractor must comply with the insurance requirements specified in herein. 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.

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.

The Contractor must 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 and confirming that the insurance policy complying with the requirements is in force. For Canadian-based Contractors, coverage must be placed with an Insurer licensed to carry out business in Canada, however, for Foreign-based Contractors, coverage must be placed with an Insurer with an A.M. Best Rating no less than "A-". The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

*(Derived from - Provenant de: G1001C, 2013/11/06 )*

### Commercial General Liability Insurance

1. 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.
2. 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 Contractor will provide the Contracting Authority thirty (30) days prior written notice of policy cancellation or any changes to the insurance policy.
  - 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) Non-Owned Automobile Liability - Coverage for suits against the Contractor resulting from the use of hired or non-owned vehicles.
  - n) Litigation Rights: Pursuant to subsection 5(d) of the [Department of Justice Act](#), S.C. 1993, c. J-2, s.1, if a suit is instituted for or against Canada which the Insurer would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgement of receipt.

**For the province of Quebec, send to:**

Director Business Law Directorate,  
Quebec Regional Office (Ottawa),  
Department of Justice,  
284 Wellington Street, Room SAT-6042,

Solicitation No. - N° de l'invitation  
W2037-190094/A  
Client Ref. No. - N° de réf. du client  
W2037-190094

Amd. No. - N° de la modif.  
File No. - N° du dossier  
STJ-8-41066

Buyer ID - Id de l'acheteur  
SJT005  
CCC No./N° CCC - FMS No./N° VME

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Ottawa, Ontario, K1A 0H8

**For other provinces and territories, send to:**

Senior General Counsel,  
Civil Litigation Section,  
Department of Justice  
234 Wellington Street, East Tower  
Ottawa, Ontario K1A 0H8

A copy of the letter must be sent to the Contracting Authority. Canada reserves the right to co-defend any action brought against Canada. All expenses incurred by Canada to co-defend such actions will be at Canada's expense. If Canada decides to co-defend any action brought against it, and Canada does not agree to a proposed settlement agreed to by the Contractor's insurer and the plaintiff(s) that would result in the settlement or dismissal of the action against Canada, then Canada will be responsible to the Contractor's insurer for any difference between the proposed settlement amount and the amount finally awarded or paid to the plaintiffs (inclusive of costs and interest) on behalf of Canada.

*(Derived from - Provenant de: G2001C, 2018/06/21 )*

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## ANNEX "A"

### STATEMENT OF WORK ARMY LEARNING SUPPORT CENTRE SUPPORT CONTRACT

#### 1. SCOPE

##### 1.1. Purpose

The Department of National Defence (DND) has a requirement for service provider(s) to supply resources capable of developing and supporting courseware projects by providing e-learning production, distribution and related support services to the Tactics School Army Learning Support Center (ALSC).

##### 1.2. Background

The Combat Training Centre (CTC) mission is to support Army readiness and modernization through the conduct of Army individual training, the preservation of individual training standards, and maintenance of assigned Centre of Excellence (CoE) responsibilities. Recent increased candidate throughput and projected future requirements have and will continue to result in significant training overloads on the instructional staff at all of the CTC Training Establishments (TEs).

The ALSC's e-learning production capability has been augmented with "contracted-in" support since 2007, and this production model has proven itself a key solution provider for increased student throughput challenges. ALSC contracted support to courseware production has been in the form of teams consisting of Project Managers (PMs), Instructional Designers (IDs), Courseware Technical Advisors (CTAs -formerly Subject Matter Experts (SMEs)), Learning Management System (LMS) Administrators, Quality Assurance (QA), Quality Control (QC) consultant, E-Learning Product Programmers (ELPPs), 3D / Gaming Programmer (3D GP), and 3D Animator (3D A) .

##### 1.3. Terminology

- a. "3D A" means 3D Animator
- b. "3D GP" means 3D / Gaming Programmer
- c. "ALSC" means Army Learning Support Center
- d. "CDevO" means Courseware Development Officer
- e. "CFB" means Canadian Forces Base
- f. "CMS" means Content Management System
- g. "CoE" means Centre of Excellence
- h. "CTA" means Courseware Technical Advisor
- i. "CTC" means Combat Training Centre
- j. "DLN" means Defence Learning Network
- k. "DND" means Department of National Defence
- l. "DWAN" means Defence Wide Area Network
- m. "EL/DL" means Electronic Learning / Distance Learning
- n. "ELPP" means E-Learning Product Programmer
- o. "GD" means Graphic Designer
- p. "IAW" means In Accordance With
- q. "ID" means Instructional Designer
- r. "INDOC" means Indoctrination

- s. "IT" means Information Technology
- t. "LCMS" means Life Cycle Material Specialist
- u. "LMS" means Learning Management System
- v. "MA" means Managing Authority
- w. "OC" means Officer Commanding
- x. "OPI" means Office of Primary Interest
- y. "PM" means Project Managers
- z. "PMF" means Performance Measurement Framework
- aa. "PMO" means Project Management Office
- bb. "PO" means Performance Objective
- cc. "PSPC" means Public Services and Procurement Canada
- dd. "QA" means Quality Assurance
- ee. "QC" means Quality Control
- ff. "R&D" means Research and Development
- gg. "SCO" means Sharable Content Object
- hh. "SCORM" means Sharable Content Object Reference Model
- ii. "SME" means Subject Matter Expert
- jj. "SOP" means Standard Operating Procedure
- kk. "TA" means DND Technical Authority
- ll. "TDO" means Training Development Officer
- mm. "TE" means Training Establishment
- nn. "the client" means Department of National Defence
- oo. "TP" means Training Plan
- pp. "VBS2" means Virtual Battle Space
- qq. "WCAG" means Web Content Accessibility Guidelines

**2. REQUIREMENT**

- 2.1. The ALSC requires to have service provider(s) to support courseware and e-Learning development and support while retaining overall CAF military oversight. Contractor(s) must provide on an "as and when requested" basis, services in the streams, and at the minimums indicated as per Table 1. Additional resources, should they be required by the ALSC would be required within thirty (30) calendar days of submission of a subsequent DND 626 Task Authorization. All services will normally be conducted within the Tactics School ALSC, CTC Gagetown, Oromocto, NB; however there may be a need for resources to provide their services, in support of ALSC activities at other bases located within Canada.
- 2.2. The Contractor must appoint one (1) of the provided resources to act as a Point of Contact (POC) between the Contractor and DND prior to commencement of Work. The Contractor must notify DND in writing of any change in POC as soon as the change is made. The POC will:
  - a) Maintain awareness of identified issues or concerns to OC ALSC or his designate for escalation as required; and
  - b) Act as a first level contact for day-to-day concerns regarding resource activities and issues for the Technical Authority.
- 2.3.

**Table 1**

Stream	Sub-Category	Minimum Number	Notes
Project Manager	Senior PM	1	
	Intermediate PM	6	

Instructional Design	Senior ID	1	
	Intermediate ID	18	
	Junior ID	8	
Quality Assurance	QA Consultant	1	
	Bilingual QA Consultant	1	
E-Learning Product Programmers	Senior ELPP	1	
	Intermediate ELPP	4	
	Junior ELPP	3	
3D Gaming Programmers	Intermediate 3D GP	1	
	Junior 3D GP	1	
3D Animator	3D A	2	
Courseware Technical Advisor	CTA	3	May request with background specific to CAF MOSID

### 3. RESOURCE TASKS

#### 3.1. Project Managers (PM)

##### 3.1.1. Intermediate PM

##### 3.1.1.1. Tasks

The tasks of an Intermediate PM resource include, but are not limited to:

- a) The PM, working with ALSC staff and TE stakeholders, is responsible for the project management of multiple courseware development projects at one time. The PM will manage courseware production requirements from a PM perspective to include analysis, planning, content acquisition, design, development, quality control/assurance, implementation, monitoring, and performance measurement. Using multi-disciplinary e-learning project teams consisting of instructional designers, developers, school subject matter experts, interns and other resources, the PM will ensure that the roll-out of courseware development projects occurs within the forecasted timelines/deadlines, adheres to ALSC production methodology and project management guidelines and conforms to the quality standards set by the OC ALSC.
- b) Assess the objectives for the learning project, determine budgetary / resource requirements, the composition and responsibilities of the project team in conjunction with ALSC management, PMO and TE Standards Staff.
- c) Manage the project, during the development, implementation and operational start-up by ensuring that resources from all service areas are made available and that the total system operates within agreed ALSC time, cost and performance parameters.
- d) Report progress of the projects, and seek approval, on an ongoing basis to the Senior PM, PMO and at scheduled milestones to the sponsors of the project.
- e) Evaluate the project, in conjunction with TDOs to determine technical feasibility, functional adequacy, and estimated cost and timelines for implementation and operation.
- f) Meet with ALSC management, PMO, TE Standards Staff, PMs, and other officials.
- g) Develop, implement and maintain the currency of Project Plans, registries, dashboards, and schedules.

- h) Prepare/Update plans, charts, tables, diagrams/dashboards to assist in analyzing or displaying problems and performance measures, work with a variety of scientific, business or andragogical tools.
- i) Provide suggestions to senior management, the Senior PM and the PMO regarding innovations which could be adapted to improve process within the work environment.
- j) Ensure that project team members (including interns) adhere to the project development life-cycle, ALSC methodologies, standards and guidelines to produce consistent quality products and ensure Chain of Command is notified on any deviations.
- k) Develop and write proposals, position papers and/or technology strategy documents as required by the deliverables of each assignment.
- l) Liaise with the Senior PM and ALSC management regarding the identified issues, recommend preferred solutions and provide an overall project plan including priorities, schedule, cost and staffing estimates.
- m) Manage project teams and liaise with Senior PM on any staffing issues/deficiencies that may impact project quality, team cohesiveness and deadlines.
- n) Work with and mentor intern(s) in support of the Internship program and ALSC project requirements.
- o) Prepare detailed project plans to address the issues in an efficient manner, including mandate, organization, staff, schedule, cost, and reporting system.
- p) Specify any required changes to plans or activities in order to ensure coordinated and effective effort to achieve the overall project goal.
- q) Maintain an effective status and reporting system for monitoring planned versus actual situation and for keeping Senior PM, the PMO and ALSC management advised.
- r) Specify and recommend to the Senior PM, changes to planned activities, schedules or costs within the original project plan which may improve efficiency and production.
- s) Work without supervision with a responsibility for liaison with Senior PM.
- t) Ensure all project work containing Controlled Goods or Sensitive material is developed and adheres to ALSC/Army process/policy
- u) Perform cost benefit analysis for alternatives and potential solutions to courseware technical and/or business problems.
- v) Complete specific monthly deliverables as indicated in the DND 626 Task Authorization.

#### 3.1.1.2. Sub-tasks

While supporting the key tasks identified above, the PM consultant will also be requested to perform the following sub-tasks on an as and when requested basis:

- 
- a) Provide recommendations on alternative approaches and courses of action to the Senior PM and the PMO for those issues outside the span of control of the PM.
  - b) Provide courseware production performance measurement data to the ALSC management as directed and support the ongoing evolution of the ALSC PMF and reporting cycle.
  - c) As requested, prepare comprehensive analyses, briefings, reports and presentations on issues as directed by the CDevO / OC ALSC.
  - d) Provide all stakeholders with sufficient understanding of issues, trends and service requirements to be able to anticipate evolving trends, initiatives and requirements. Share innovative developments and practices with the development team.

### 3.1.2. Senior PM

#### 3.1.2.1. Tasks

Tasks of a Senior PM resource include all tasks of an Intermediate PM, but are not limited to:

- a) The Senior PM, working with ALSC CDevO and the PMO, is responsible for the management of contract team and to ensure the delivery of courseware development projects occurs within the forecasted timelines/deadlines, adheres to ALSC standards.
- b) Advise and provide guidance and decision-making on major issues related to the execution and delivery of Courseware projects.
- c) Maintain an ongoing work plan and ensure that all work carried out is in alignment with the goals and objectives of the ALSC.
- d) Assist ALSC management team for planning, budgeting and other general management issues, as well as in mentoring others in project management practices.
- e) Report progress of the projects to DND CDevO, and seek approval, on an ongoing basis to ALSC management, and at scheduled milestones to the sponsors of the project.
- f) Liaise with CDevO and OC ALSC and advise Contract Company regarding any staffing issues/deficiencies that may impact project quality, team cohesiveness and deadlines.
- g) Liaise with PMs and the PMO to allocate the right team at the right time to ensure ALSC projects are able to meet their objectives effectively and efficiently.
- h) Specify and recommend to the CDevO, changes to planned activities, schedules or costs within the original project plan which may improve efficiency and production.
- i) Lead the PMO to establish project management processes, standards and tools.
- j) Be the point of contact for all Contract administration and communications.

### 3.2. Instructional Designers (ID)

#### 3.2.1. Junior ID

##### 3.2.1.1. Tasks

Tasks of a Junior ID resource include, but are not limited to:

- a) Using ALSC process and standards, storyboard EL/DL products as prioritized by ALSC leadership in terms of content, media, learner profiles, instructional methods and levels of knowledge.
- b) Liaise with courseware project SMEs and OPIs for content acquisition, clarification, and overall alignment of EL/DL content to the desired POs in accordance with the mandated TP. These SMEs and OPIs can be part of the ALSC team or TE personnel.
- c) Advise and liaise with the production and quality assurance teams during product design, development, release and evaluation phases, including but not limited to contributing to learner assessment products, QC checks complete with verifications, and peer review.
- d) Assist Intermediate ID in conducting QC reviews if required.
- e) Synthesize content into creative, sound instructional design that is cognitively engaging.
- f) Write assessment questions appropriate to the level of learning, matching the learning objectives.
- g) Work cooperatively with multi-disciplinary project teams consisting of DND civilian and military personnel, interns, and other contractors.
- h) Participate in appropriate planning processes, meeting and working groups dealing primarily with the overall project, the project team and matters pertaining to general courseware production and the content review and revision cycles.
- i) Ensure consistency and maintain documentation for specific style guidelines (i.e., project specific or school specific style guides).
- j) Prepare courseware text documents to be sent to translation.
- k) Support development of the project plan and schedule.
- l) Assist in the design the learning solution and prepare both high level and detailed design documents.
- m) Assist in the design and support the development of prototypes and beta test products and ensure compliance with specifications and standards.
- n) Liaise with development staff as needed prior to and during production (ie. to refine media specifications, to clarify storyboards and to share updates or changes).
- o) Identify potential obstacles, scope changes or impact on deliverables.
- p) Ensure all project work containing Controlled Goods or Sensitive material is developed and adheres to ALSC/Army process/policy.

#### 3.2.1.2. Sub-tasks

While supporting the key tasks identified above, all Junior IDs will also be requested to perform the following sub-tasks on an as and when requested basis:

- a) Assist in conducting background research and content analysis from a design perspective.

- b) Assist project Lead ID on assigned project/projects documents.
- c) Assist team in inputting French/English translation to courseware to create ALSC bilingual products when required.
- d) Assist in the review of source materials, interview subject matter experts and conduct other related activities to identify and acquire the necessary content for courseware design and development.
- e) Ensure course objectives including assessment strategies, are mapped from the TP and design documents.
- f) Complete specific monthly deliverables as mandated by the CDevO or his delegate.
- g) Collaborate with the client and project team in the creation, review and refinement of Courseware prototypes and beta tests.
- h) Work with the PM to develop effort estimates for courseware production tasks, to include daily time tracking using automated software.
- i) Assist in providing advice, interpretation, and guidance and deliver presentations on courseware or project-related issues.
- j) Assist in supporting resolution to key project-specific issues, providing advice on alternative strategies and approaches.
- k) Support the ALSC vision and contribute to strategies and courses of action.
- l) Assist in providing support when required in the areas of:
  - i. Architecture.
  - ii. Design.
  - iii. Tools.
  - iv. Standards.
  - v. Trends and Theories.
- m) Support leadership on the resolution of issues.
- n) Foster positive relationships with representatives of other Sections, TEs and Project Teams to develop a broad professional knowledge of issues, trends and service requirements to anticipate evolving trends, initiatives and requirements.
- o) Assist in performing ID peer reviews on storyboards (IAW QA and ID standards and SOPs).
- p) Work with and mentor intern(s) in support of the Internship program and ALSC project requirements.

### 3.2.2. Intermediate ID

#### 3.2.2.1. Tasks

Tasks of an Intermediate ID resource include all tasks of a Junior ID but are not limited to:

- a) Conduct QC reviews and report any issues to the PM.

- b) Participate in appropriate planning processes, meeting and working groups dealing primarily with the overall project, the project team and matters pertaining to general courseware production and the content review and revision cycles.
- c) Support development of the project plan and schedule.
- d) Design the learning solution and prepare both high level and detailed design documents.
- e) Design and support the development of prototypes and beta test products and ensure compliance with specifications and standards.
- f) Oversee two to three projects as project Lead ID and report information as necessary.
- g) Support follow up of product from QC, QA to final sign off.

#### 3.2.2.2. Sub-tasks

While supporting the key tasks identified above, all Intermediate IDs will also be requested to perform the following sub-tasks on an as and when requested basis:

- a) Conduct background research and content analysis from a design perspective.
- b) Act as Project Lead ID on assigned project/projects and mentor/support Junior IDs in the development of ALSC products.
- c) Review source materials, interview subject matter experts and conduct other related activities to identify and acquire the necessary content for courseware design and development.
- d) Ensure course objectives including assessment strategies, are mapped from the TP and design documents.
- e) Complete specific monthly deliverables as mandated by the CDevO or his delegate.
- f) Collaborate with the client and Multimedia Developers in the creation, review and refinement of Courseware Prototypes and Beta Tests.
- g) Work with the PM to develop and maintain project plans, project schedules and effort estimates for courseware production tasks, to include daily time tracking using automated software.
- h) Provide advice, interpretation, and guidance and deliver presentations on courseware or project-related issues.
- i) Support resolution to key project-specific issues by providing advice on alternative strategies and approaches.
- j) Support the ALSC vision and contribute to strategies and courses of action.
- k) Providing support when required in the areas of:
  - i. Architecture.
  - ii. Design.
  - iii. Tools.
  - iv. Standards.

v. Trends and Theories.

- l) Perform ID peer reviews on storyboards (IAW QA and ID standards and SOPs).

### 3.2.3. Senior ID

#### 3.2.3.1. Tasks

Tasks of a Senior ID resource include all tasks of an Intermediate ID, but are not limited to:

- a) Conduct senior courseware reviews and audits to ensure quality and adherence to ALSC's Standards and Peer Review SOPs.
- b) Advise on designing course content by incorporating appropriate instructional treatments and media.
- c) Advise on the creation of design specifications, prototypes, standards and templates.
- d) Review and prepare assessments, training materials for and assist in conducting all new hiring Indoc/Orientation and support.
- e) Conduct and participate in ID, Developer and Courseware Production meetings.
- f) Conduct periodic audits of designs and storyboards to ensure quality. Where necessary by ID skill/experience level, approve design / deliverables prior to their submission to the client.
- g) Assist in conducting needs assessments, feasibility assessments, and focus groups when requested.
- h) Work with PMs to task all ELPPs, 3D GPs, 3D A to ensure projects are properly resourced for success.

#### 3.2.3.2. Sub-tasks

While supporting the key tasks identified above, the Senior ID consultant will also be requested to perform the following sub-tasks on an as and when requested basis:

- a) Provide direction and support to projects and the ALSC as a whole in the areas of:
  - i. Architecture.
  - ii. Design.
  - iii. Tools.
  - iv. Standards.
  - v. Trends and Theories.
  - vi. INDOC.
- b) Organize and chair ID team meetings when required, ensuring that meeting minutes are posted, and all individuals follow through with assigned action items.
- c) Document the above items to communicate all information goes to all IDs and kept up-to-date, and work with ALSC to incorporate new trends and developments into its processes.
- d) Provide direction for training to individual IDs or groups of IDs to fill performance gaps or to implement new design trends.

- e) Assist in communication of ALSC policy and process to new IDs.
- f) Identify any ID performance issues to the Senior PM, the PMO and CDevO.
- g) Provide input to the CDevO/Senior PM and the PMO in allocation of ID resources.
- h) Provide consultation and/or instructional design expertise to clients, project managers, management, visitors as required.
- i) Provide consultation, presentations, demonstrations and instructional design expertise to visitors and clients as required.
- j) Provide the CDevO with information specific to the work habits and performance of IDs.
- k) Provide consultation with CDevO or delegate for improved effectiveness and efficiencies within CDev/ALSC as needed.
- l) Liaise with other ALSC sections to facilitate solutions where appropriate (project appropriate/impact).

### 3.3. Quality Assurance Consultant

#### 3.3.1. Tasks

Tasks of the QA consultant include, but are not limited to:

- a) Developing a QA plan, including:
  - i. Quality standards, methodologies, procedures and tools for performing the quality assurance activities.
  - ii. Resources, schedule and responsibilities for conducting the QA activities.
  - iii. Selected activities and tasks for supporting processes, such as verification, validation, joint review, audit, and problem resolution.
- b) Developing quality assurance test plan(s), including alpha, beta and pilot testing.
- c) Implementing Quality Assurance test plan(s), including:
  - i. Testing eLearning programs for conformity to client approved design documents, instructional standards, guidance and specifications, scripts and storyboards.
  - ii. Testing the eLearning program for interactivity, functionality and programming bugs.
  - iii. Assuring grammatical and spelling accuracy in English, French, or both languages in accordance with the requirement.
  - iv. Ensuring consistency throughout the Learning product in presentation and style including use of colors, fonts, formats, navigation architecture & strategy, modularization, consistency between English and French versions.
  - v. Ensuring consistency with guidelines, conventions, taxonomies and / or best practice in the use of metadata.
  - vi. Testing for SCORM conformance in an approved LMS/LCMS testing environment.
  - vii. Testing for WCAG conformance (for the applicable criteria).
  - viii. Performing testing of eLearning programs to ensure they function as planned in the client LMS/LCMS environment.

- ix. Recording the results of all QA interventions and making them available to the Technical Authority.
  - x. Writing reports based upon the results of the QA Test Plan.
- d) Ensure all project work containing Controlled Goods or Sensitive material is developed and adheres to ALSC/Army process/policy.

### 3.3.2. Sub-tasks

While supporting the key tasks identified above, the QA Consultant will also be requested to perform the following sub-tasks on an as and when requested basis:

- a) Provide recommendations on alternative process approaches and courses of action to the ALSC.
- b) Maintain courseware production performance measurement data and support the ongoing evolution of the ALSC PMF and reporting cycle.
- c) Complete specific monthly deliverables as mandated by the DND 626 Task Authorization.
- d) As required, QA resource will participate in committees and act as an expert advisor to ALSC management on QA process and testing. The QA resource may also have to deliver briefings and presentations to management committees on QA process and issues.
- e) As requested, prepare comprehensive analyses, briefings, reports and presentations on issues as directed by the OC ALSC.
- f) Initiate and foster positive relationships among school project teams and ALSC staff, ensuring all stakeholders have a sufficient understanding of issues, trends and service requirements to be able to anticipate evolving trends, initiatives and requirements. Share innovative developments and practices with the development team.
- g) Support the resolution of key project-specific issues, providing advice on alternative strategies and approaches from a QA perspective.
- h) Support the ALSC vision and recommend strategies and courses of action to support the vision.
- i) Work with and mentor intern(s) in support of the Internship program and ALSC project requirements.

## 3.4. Bilingual Quality Control Consultant

### 3.4.1. Tasks

Tasks of a bilingual QC consultant resource include, but are not limited to:

- a) The QC Consultant will perform quality control reviews of existing and current eLearning projects from an instructional design and development perspective against ALSC Courseware specifications and guidelines.
- b) The QC ID will liaise with the courseware team for clarification or other issues as required in regards to content testing or reviews.

- c) As required, the QC ID will participate in committees and act as an expert advisor to ALSC management on QC process and testing. The QC consultant may also have to deliver briefings and presentations to management committees on QC process and issues.
- d) In conjunction with QA consultant the QC Consultant will represent the QC section as necessary in collaborative sessions within and when required, outside the ALSC.
- e) Support the QC process in ensuring all ALSC courseware is quality controlled in accordance with approved processes and procedures, to the quality set by the OC ALSC.
- f) Review and ensure all French text referring to Canadian Army terms, definitions, equipment, weapons, etc, meets the Standard and the intent.
- g) Liaise with ALSC CDevO, QA Consultant, School Liaison Consultants, TE SMEs and others as required to obtain approval for release of quality assured bilingual text.
- h) Ensure all project work containing Controlled Goods or Sensitive material is developed and adheres to ALSC/Army process/policy.

#### 3.4.2. Sub-tasks

While supporting the key tasks identified above, the bilingual QC consultant will also be requested to perform the following sub-tasks on an as and when requested basis:

- a) Regarding QC process and testing needs, conduct background research and analysis.
- b) Assisted by QA, develop QC testing strategies and other required processes.
- c) Test courseware deliverables in accordance with the established methodology and quality standards and guidelines for courseware design and development.
- d) Collaborate with the courseware team in the testing, review and refinement of Courseware Prototypes.
- e) Provide advice, interpretation, guidance, and deliver presentations on process related issues, trends and directions to facilitate understanding of the QC process and applicable standards.
- f) Support the resolution of key project-specific issues, providing advice on alternative strategies and approaches from a QC perspective.
- g) Support the ALSC vision and recommend strategies and courses of action to support the vision.
- h) Contribute to the development of QC methodology and work with ALSC staff as necessary to better integrate existing army wide training processes.
- i) Work with, review and mentor intern(s) in support of the Internship program and ALSC project requirements.
- j) Complete specific monthly deliverables as mandated by the CDevO or his delegate.

#### 3.5. **E**Learning Product Programmers (ELPP)

### 3.5.1. Junior ELPP

#### 3.5.1.1. Tasks

Tasks of a Junior ELPP resource include, but are not limited to:

- a) The Junior ELPP will develop SCORM eLearning products for classroom and distributed training in support of the total force at their home locations. The goal is to provide soldiers with the most current, learner-centric, cost effective and technically advanced training available.
- b) Using Adobe suite of products, HTML5, JavaScript, and other industry standard software, the ELPPs will work closely with the IDs to determine project requirements. The ELPPs will produce eLearning products and interactive multimedia training aids using graphics, 3D, animation, photography, audio and video.
- c) Creating multimedia animation integrating images, 3D, sound, and video.
- d) Using authoring software to assemble eLearning content and publish the course in accordance with the instructional design document(s).
- e) Designing and creating interactions that are packaged in rapid eLearning software.
- f) Working with IDs to develop the content based on storyboards.
- g) Maintain frequent communication with the Project to ensure project meets client requirements, schedule and ALSC standards.
- h) Providing advice on the suitable interaction and on the limitations of certain applications.
- i) Creating reusable online content.
- j) Conduct programming and scripting using HTML5, JavaScript, CSS and other web programming related languages following ALSC standards.
- k) Assist in the development of custom interfaces and applications.
- l) Conduct testing of asset and course functionality to ensure they meet requirements.
- m) Ensure all project work containing Controlled Goods or sensitive material is developed and adheres to ALSC process/policy.

#### 3.5.1.2. Sub-tasks

While supporting the key tasks identified above, the Junior ELPP will also be requested to perform the following sub-tasks on an as and when requested basis:

- a) Optimization of image, text and audio/video.
- b) Prepare asset thumbnails, file management and upload/backup content to repository.
- c) Assist the project lead as required.

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- d) Troubleshooting and resolving online course interactions that are not publishing correctly or reporting correctly to an LMS.
  - e) Conduct self-verifications and intern peer reviews when required, to verify accuracy, quality and completeness of courseware, including adherence to storyboards as well as project standards, with the assistance of Developers and Project Lead Developers.
  - f) Work with, review and mentor intern(s) in support of the Internship program and ALSC project requirements.
  - g) Implement corrections and approved changes as identified by peers, Project Lead, Instructional Designers, SMEs, Quality Control and the client, with the assistance of Developers and Project Lead Developers.
  - h) Maintain version control of working files and backup files on a project-by-project basis, with the assistance of Developers and Project Lead Developers.
  - i) Participate in meetings when required (school team, project team, Developer team, project kickoffs, client, ALSC, etc.).
  - j) Assist in identifying potential areas of inefficiency in the courseware development process and assist Project Lead and Senior Developer with the creation of solutions, which may include development of templates and other reusable objects if required.
  - k) Contribute to the creation and maintenance of ALSC and project-related support documentation, such as functional specifications, standard operating procedures, best practices, checklists Style Guides and templates, under the direction of the Project Lead or Senior Developer.
  - l) Provide estimates on development time to the PMs, when necessary, for the creation of project schedules.
  - m) Assist with all phases of building prototypes and courseware including, but not limited to, design, development and testing.
  - n) Complete specific monthly deliverables as mandated by the CDevO or his delegate.

### 3.5.2. Intermediate ELPP

#### 3.5.2.1. Tasks

Tasks of an Intermediate ELPP resource include all tasks of a Junior ELPP, but are not limited to:

- a) Reviewing, analyzing and making recommendations with respect to programming issues on project documentation including:
  - i. Coding standard(s) chosen.
  - ii. Client Needs Assessment.
  - iii. Infrastructure topology.
- b) Developing advanced project components, including:
  - i. A User Interface in accordance with the Style Guide.
  - ii. Pseudo-code and metadata templates.
  - iii. Advanced JavaScript course elements.

- iv. All course elements and related assets.
  - v. SCO and Asset Metadata documents.
  - vi. SCORM® conformance and usability testing.
  - vii. Quality Assurance testing.
  - viii. A Maintenance Guide that provides information relevant to modifying.
  - ix. Maintaining the end products.
- c) Coding / programming eLearning product elements in accordance with the instructional design document(s), including:
- i. Multi-Media elements.
  - ii. Interactive elements.
  - iii. Instruction content elements.
  - iv. Shareable Content Objects (SCOs).
  - v. Assessment instruments.
  - vi. Evaluation instruments.
- d) Conduct peer reviews and assessments.
- e) Designing and Developing data structure, including:
- i. Designing database structures and relationships.
  - ii. Documenting database implementation including connection details.
- f) Implementing quality assurance and test plans.
- g) Assist with project kickoff meetings to ensure all Developers and Instructional Designers are aware of proper folder structure for working files and backup, file naming conventions and proper use of QC and QA test logs.

#### 3.5.2.2. Sub-tasks

While supporting the key tasks identified above, the Intermediate ELPP will also be requested to perform the following sub-tasks on an as and when requested basis:

- a) Conduct the role of lead developer when required.
- b) Providing technical guidance including:
  - i. Recommending best practices.
  - ii. Making recommendations regarding eLearning product development.
  - iii. Identifying and recommending solutions to identified coding issues.
  - iv. Reviewing test documentation.
- c) Web design and maintenance when required:
  - i. Develop web applications.
  - ii. Maintain web applications.
  - iii. Know the limitations and capabilities of the Internet and Intranet.
  - iv. Create graphics.
  - v. Update scripts (HTML, JavaScript, Asp).
- d) Documenting solutions or work-arounds to identified issues.

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- e) Recognize when mentoring or training is required for members of the development team and provide input to Senior Developer about suitable solutions for improvement.
  - f) Assist in indoctrination of new personnel.
  - g) Identify potential issues or areas of inefficiency in the project and assist Senior ELPP with the creation of solutions, which may include development of templates and other reusable objects.
  - h) Assist PMs in the creation of accurate project schedules by providing estimates for project scope, project assumptions, timelines and potential risks.
  - i) Assist and organize and lead project team meetings, when required, throughout the duration of each project.
  - j) Lead and coordinate the technical design and development of projects while understanding the overall project scope.
  - k) Assist IDs to maintain a courseware deviation list throughout the development of each project, which will be delivered to QA during the 100% QA review phase.
  - l) Meet with IDs prior to development stage to ensure developer notes in storyboard are clear and understood.
  - m) Meet with developers once storyboard is complete to ensure developers understand what is expected in order to complete all project files according to what is requested in the storyboard.
  - n) Collaborate with IDs to implement innovative solutions to new challenges.
  - o) Act as liaison to 3D Developer team when 3D assets are being incorporated on a project-by-project basis.
  - p) Ensure file version control is maintained at all levels of project development.
  - q) Conduct QC reviews of all courseware to verify accuracy, completeness, and adherence to project standards to ensure the quality of all deliverables.
  - r) Perform backup, according to standard operating procedures, of all development-related files for current project for current school(s).
  - s) Provide input into project After Action Review when required.

### 3.5.3. Senior ELPP

#### 3.5.3.1. Tasks

Tasks of a Senior ELPP resource include all tasks of an Intermediate ELPP, but are not limited to:

- a) Assist in creating and maintaining all ALSC and project-related support documentation, such as functional specifications, standard operating procedures, best practices, checklists, style guides and templates and ensure they are followed and maintained. Before a deviation from the development process or standards can occur, Senior ELPPs are to be consulted so they

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can provide recommendations as well as quantifying risks. (Updated documentation of standards are maintained in association with the QA team).

- b) Provide input to the CDevO on technologies and tools that will improve the development of courseware, and keep abreast of current trends, technologies and techniques. Participate in authorized R&D activities as required.
- c) Review and prepare assessments, training materials for and assist in conducting all new hiring INDOC/Orientation and support.
- d) Develop and deliver any required training as required.
- e) Mentor interns and new-to-ALSC contractors when necessary.
- f) Provide the CDevO with information specific to the work habits and performance of ELPPs, 3D GP and 3D A.
- g) Work with PMs to task all ELPPs, 3D GPs, 3D A to ensure projects are properly resourced for success.

#### 3.5.3.2. Sub-tasks

While supporting the key tasks identified above, the Senior ELPP will also be requested to perform the following sub-tasks on an as and when requested basis:

- a) Organize and chair Developer team meetings when required, ensuring that meeting minutes are posted and all individuals follow through with assigned action items.
- b) Plan and execute technical solutions that may exceed the capabilities of others on the development team, or when Developers do not have the time to dedicate to the task due to project timelines.
- c) Provide direction and support to projects and the ALSC as a whole in the areas of:
  - i. Architecture.
  - ii. Design.
  - iii. Tools.
  - iv. Standards.
  - v. Trends and Theories.
  - vi. INDOC.
- d) Document the above items to communicate information goes to all contractors and kept up-to-date, and work with ALSC to incorporate new trends and developments into its processes.
- e) Provide direction for training to individual ELPPs/3D GPs, 3D A or groups of IDs to fill performance gaps or to implement new design trends.
- f) Assist in Communication of ALSC policy and process to new contractors. When required, ensure that new contractors are introduced to team and process/standards are presented as part of INDOC. Ensure that new contractor has tools and information required to successfully complete allocated tasks.
- g) Identify any ELPP, 3D GP, 3D A performance issues to Senior PM, PMO and CDevO.

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- h) Provide input to the CDevO/Senior PM and the PMO in allocation of ELPP, 3D GP, 3D A resources.
  - i) Provide consultation, presentation, demonstrations and/or developer expertise to clients, PMs, management and visitors as required.
  - j) Liaise with other ALSC sections to facilitate solutions where appropriate (project appropriate/impact).

### 3.6. 3D / Gaming Programmer (3D GP)

#### 3.6.1. Tasks

##### 3.6.1.1. Tasks of a 3D GP include, but are not limited to:

- a) The 3D GP will develop 3D eLearning products for classroom and distributed training in support of Canadian Army members on course or at their home locations. The goal is to provide soldiers with the most current, learner-centric, cost effective and technically advanced training available.
- b) Using 3DS MAX and other industry standard software, the 3D GP will work closely with the IDs/project lead to determine project requirements. 3D GPs will produce 3D eLearning products and 3D interactive multimedia training aids using graphics, 3D models, animation, game engines, audio and video.
- c) Conduct programming in C syntax and Java/JavaScript for applications like Unity, Unreal and various serious game engines.
- d) Conduct the development and modification of custom assets using gaming engines.
- e) Conduct testing of asset and course functionality.
- f) Ensure all project work containing Controlled Goods or Sensitive material is developed and adheres to ALSC/Army process/policy.

##### 3.6.1.2. Sub-tasks

While supporting the key tasks identified above, the 3D GP will also be requested to perform the following sub-tasks on an as and when requested basis:

- a) Assist in production of 3D animations using motion capture equipment.
- b) Support and develop assets using video, audio, 3D animation and game renders to create Machinimas.
- c) Optimization of image, models, animations, Machimina's text and audio/video.
- d) Prepare asset thumbnails, file management and upload/backup content to repository.
- e) Conduct self-verifications and intern peer reviews when required, to verify accuracy, quality and completeness of 3D assets, including adherence to storyboards as well as project standards.

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- f) Work with, review and mentor intern(s) in support of the intern program and ALSC project requirements.
  - g) Implement corrections and approved changes as identified by peers, PMs, Project Lead, IDs, SMEs, QA/QC and the client, with the assistance of Developers and Project Lead Developers.
  - h) Maintain version control of working files and backup files on a project-by-project basis, with the assistance of Developers and Project Lead Developers.
  - i) Participate in meetings when required (school team, project team, 3D Developer team, project kickoffs, client, ALSC, etc.).
  - j) Assist in identifying potential areas of inefficiency in the 3D development process and assist Project Lead and Senior Developer with the creation of solutions, which may include development of templates and other reusable objects if required.
  - k) Contribute to the creation and maintenance of ALSC and project-related support documentation, such as functional specifications, standard operating procedures, best practices, checklists Style Guides and templates, under the direction of the Project Lead or Senior Developer.
  - l) Provide estimates on development time to PMs, when necessary, for the creation of project schedules.
  - m) Assist with all phases of building prototypes and courseware including, but not limited to, design, development and testing.
  - n) Complete specific monthly deliverables as mandated by the CDevO or his delegate.

### 3.6.2. Intermediate 3D GP

3.6.2.1. Tasks of an Intermediate 3D GP resource include all tasks of a Junior 3D GP, but are not limited to:

- a) Reviewing, analyzing and making recommendations with respect to 3D programming issues on project documentation including:
  - i. Scripting standard(s) chosen.
  - ii. Client Needs Assessment.
  - iii. Infrastructure topology.
- b) Coding / programming eLearning product elements in accordance with the instructional design document(s), including:
  - i. Multi-Media elements.
  - ii. Interactive elements.
  - iii. Instruction content elements.
  - iv. Shareable Content Objects (SCOs).
  - v. Assessment instruments.
  - vi. Evaluation instruments.
- c) Conduct peer reviews and assessments.
- d) Implementing QA/QC and test plans.

- e) Assist with project kickoff meetings to ensure all Developers and IDs are aware of proper folder structure for working files and backup, file naming conventions and proper use of QC and QA test logs.
- f) Conduct the role of project 3D lead when required.

#### 3.6.2.2. Sub-tasks

While supporting the key tasks identified above, the Intermediate ELPP will also be requested to perform the following sub-tasks on an as and when requested basis:

- a) Providing technical guidance including:
  - i. Recommending best practices.
  - ii. Making recommendations regarding eLearning product development.
  - iii. Identifying and recommending solutions to identified coding issues.
  - iv. Reviewing test documentation.
- b) 3D Asset design and maintenance when required:
  - i. Develop 3D applications.
  - ii. Maintain 3D applications.
  - iii. Know the limitations and capabilities of the 3D applications and use.
- c) Documenting solutions or work-arounds to identified issues.
- d) Recognize when mentoring or training is required for members of the team and provide input to the Senior ELPP about suitable solutions for improvement.
- e) Assist in the indoctrination of new contractors.
- f) Identify potential issues or areas of inefficiency in the project and assist Senior Developer with the creation of solutions, which may include development of templates and other reusable objects.
- g) Assist PMs in the creation of accurate project schedules by providing estimates for project scope, project assumptions, timelines and potential risks.
- h) Assist and organize and lead project team meetings, when required, throughout the duration of each project.
- i) Lead and coordinate the technical design and development of projects while understanding the overall project scope.
- j) Assist the IDs to maintain a courseware deviation list throughout the development of each project, which will be delivered to QA during the 100% QA review phase.
- k) Meet with the IDs prior to development stage to ensure developer notes in storyboard are clear and understood.

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- l) Meet with developers once storyboard is complete to ensure developers understand what is expected in order to complete all project files according to what is requested in the storyboard.
  - m) Collaborate with the IDs to implement innovative solutions to new challenges.
  - n) Act as liaison to ELPP team when 3D assets are being incorporated in courseware on a project-by-project basis.
  - o) Ensure file version control is maintained at all levels of project development.
  - p) Conduct QC reviews of all courseware to verify accuracy, completeness, and adherence to project standards to ensure the quality of all deliverables.
  - q) Perform backup, according to standard operating procedures, of all development-related files for current project for current school(s).
  - r) Provide input into project After Action Review when required.

### 3.7. **3D Animator**

#### 3.7.1. Tasks of a 3D Animator include, but are not limited to:

- a) The 3D Animator will develop 3D eLearning products for classroom and distributed training in support of Canadian Army members on course or at their home locations. The goal is to provide soldiers with the most current, learner-centric, cost effective and technically advanced training available.
- b) Using 3DS MAX, Unity, Unreal, Motionbuilder, After effects and other industry standard software, the 3D Animator will work closely with the IDs/project lead to determine project requirements. The 3D Animator will produce 3D eLearning products and 3D interactive multimedia training aids using graphics, 3D models, animation, game engines, audio and video.
- c) Create Storyboards that show the flow of the animation and map out key scenes and/or characters.
- d) Create 3D animations for Serious gaming objects, such as avatars, systems, and landscapes.
- e) Create assets within art pipelines including; rigging, scripting, shader development, lighting, rendering and visual effects.
- f) Assist in animation pipeline management.
- g) Create 3D cinematic animations, machimas using Unity and Unreal and other industry standard software.
- h) Using 3D scanners and motion capture systems to speed up and improve optimize 3D production.
- i) Conduct the development and modification of custom assets using gaming engines.

- j) Conduct testing of asset and course functionality.
- k) Ensure all project work containing Controlled Goods or sensitive material is developed and adheres to ALSC/Army process/policy.

### 3.7.2. Sub-tasks

While supporting the key tasks identified above, the 3D GP will also be requested to perform the following sub-tasks on an as and when requested basis:

- a) Optimization of image, models, animations, Machimina's text and audio/video.
- b) Prepare asset thumbnails, file management and upload/backup content to repository.
- c) Conduct self-verifications and intern peer reviews when required, to verify accuracy, quality and completeness of 3D assets, including adherence to storyboards as well as project standards.
- d) Recognize when mentoring or training is required for members of the team and provide input to Senior ELPP about suitable solutions for improvement.
- e) Assist in the indoctrination of new contractors.
- f) Identify potential issues or areas of inefficiency in the project and assist the Senior Developer with the creation of solutions, which may include development of templates and other reusable objects.
- g) Assist PMs in the creation of accurate project schedules by providing estimates for project scope, project assumptions, timelines and potential risks.
- h) Assist and organize and lead project team meetings, when required, throughout the duration of each project.
- i) Work with, review and mentor intern(s) in support of the intern program and ALSC project requirements.
- j) Implement corrections and approved changes as identified by peers, PMs, Project Leads, IDs, SMEs, QA/QC and the client, with the assistance of Developers and Project Lead Developers.
- k) Maintain version control of working files and backup files on a project-by-project basis, with the assistance of Developers and Project Lead Developers.
- l) Participate in meetings when required (school team, project team, 3D Developer team, project kickoffs, client, ALSC, etc.).
- m) Assist in identifying potential areas of inefficiency in the 3D development process and assist Project Lead and Senior ELPP with the creation of solutions, which may include development of templates and other reusable objects if required.

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- n) Contribute to the creation and maintenance of ALSC and project-related support documentation, such as functional specifications, standard operating procedures, best practices, checklists Style Guides and templates, under the direction of the Project Lead or Senior Developer.
  - o) Provide estimates on development time to PMs, when necessary, for the creation of project schedules.
  - p) Assist with all phases of building prototypes and courseware including, but not limited to, design, development and testing.
  - q) Complete specific monthly deliverables as mandated by the CDevO or his delegate.

### 3.8. Courseware Technical Advisors (CTA)

#### 3.8.1. Tasks of a CTA include, but are not limited to:

- a) Assist in forming the linkage among the Courseware Development Team, and TE staff to facilitate the transfer of knowledge from the TE to the Courseware Development Team to allow the team to develop effective and accurate courseware packages for use by the TE,
- b) Explain training activities and objective to the production team to assist them in the development of accurate and effective courseware,
- c) Maintain familiarity with the subject matter of courses which are currently being taught by the respective TE in which they are the CTA consultant,
- d) Ensure the quality of the content produced in terms of accuracy and effectiveness,
- e) Assist the courseware Development Team's PM, IT and Multimedia Developers to develop appropriate and effective courseware material by providing expert advice on the course under consideration,
- f) Assist in the production of project timelines, courseware material and documentation, lesson plans, training plans, training scenarios, and related learning packages.

#### 3.8.2. Sub-tasks

While supporting the key tasks identified above, the CTA will also be requested to perform the following sub-tasks on an as and when requested basis:

- a) Respond to support requests from Project Manager and Instructional Designer,
- b) Provide feedback to the Courseware Development Team on issues related to the course or training activity under consideration,

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- c) Research and work with client to provide required resource material to the development team,
  - d) Collaborate with assigned TDO, TE Standards Cell, Chief Instructors, Course Officers and Warrant Officers, Instructors and other clients in the creation, review and refinement of courseware, training plans, lesson plans and training scenarios,
  - e) Provide advice, interpretation, guidance, and deliver presentations on training related issues, trends and direction to internal and external clients and other stakeholders to facilitate understanding and cooperation,
  - f) Maintain close liaison with all other TE SMEs to ensure courseware development activities are not being needlessly duplicated by other TE and Courseware Development Teams,
  - g) Contribute to departmental plans, service delivery and monitoring frameworks, policies and strategic direction. This information is used by management to support adjustments to operational plans and resource allocations, to meet service delivery requirements and objective with regards to current and future training program direction, to modify training programs to meet the specific needs of external clients, and to support governmental and private sector business development decision making,
  - h) Provide subject matter expertise to project teams and working groups involved in the analysis and development of Distributed Learning and E-Learning products and initiatives; this includes the delivery of briefings and presentations to management committees on project related innovation, direction and issues,
  - i) Initiate and foster positive relationships with representatives of others sections, TEs and management to develop a critical knowledge of issues, trends and service requirements to anticipate evolving trends, initiatives and requirements. Share innovative developments and practices with the development team,
  - j) Complete specific monthly deliverables as mandated by the DND 626 Task Authorization,
  - k) Provide recommendations for the development and implementation of new or modified training policies, strategic direction, service delivery and monitoring frameworks in order to improve the efficiency and effectiveness of training programs,
  - l) Catalogue, Metadata and archive ALSC assets on DND networks,
  - m) Provide subject matter expertise and support to project teams involved in the analysis and development of VBS2 (Virtual Battle Space), machinimas (3D video movies) for use in Distributed and E-Learning products,

#### **4. DELIVERABLES**

Each resource will submit monthly status reports to the contractor's senior on site representative. The contractor's senior on site representative will consolidate the reports. Reports must:

- i. provide an up to date status of all deliverables associated with the delivery of the "tasks" in 626 Task Authorization;
- ii. including the number of consulting days utilized; and
- iii. outline any potential delays in meeting task timelines.

The contractor will submit reports and monthly invoices in both electronic and hard copy format on or before the 15th day of the month to the DND Technical Authority (TA). All electronic submissions are to be provided in MS Office Suite.

#### **5. ACCEPTANCE**

All deliverables in response to the SOW will be evaluated within a reasonable time frame on the basis of suitability, quality and adherence to the agreed upon schedule and specified standards. Acceptance of deliverables will be certified by the TA, subsequent to the satisfactory delivery of the final report. Such certification will be the basis upon which the TA will recommend payment. The TA will have the right to reject it or require its correction at the sole expense of the contractor. Should any deliverables be found unacceptable, the deficiencies must be corrected and re-submitted within five (5) working days at no cost to DND.

#### **6. LANGUAGE**

- 6.1. Proposed Contractor personnel (excluding the QC) must be able to read, communicate orally and in writing, in English. The proposed QC must be able to read, communicate orally and in writing, in both English and French. DND reserves the right to evaluate the language proficiency of any of the personnel throughout the period of the Contract. Should the evaluation of Contractor personnel determine that the resource does not meet the language requirement; the Contractor must replace the resource at no additional cost.
- 6.2. For the purposes of this requirement, a resource will be considered to speak a language fluently if the resource can:
  - a) Give detailed explanations and descriptions;
  - b) Handle hypothetical questions;
  - c) Support an opinion, defend a point of view or justify an action; and
  - d) Counsel and give advice.

#### **7. TRAVEL & LIVING**

- 7.1. Travel may be required in the performance of the specified tasks. Should it be necessary to travel, the Technical Authority must authorize the travel in advance and in writing. DND will reimburse authorized travel and living costs reasonably and properly incurred in the performance of the work according to National Joint Council Travel Directives and with the provision of the directive referring to travellers rather than those referring to employees. All payments are subject to government audit.

- 7.2. Canada will not accept any travel and living expenses incurred by the Contractor in the performance of the Work, for:
- a) services provided within 100 km of the work location; and
  - b) any travel between the Contractor's place of business and the work location.
- 7.3. Canada will not accept any travel and living expenses incurred by the Contractor as a consequence of any relocation of personnel required to satisfy the terms of this Contract.

## 8. TRAINING

DND specific training may be required in order to meet changes in DND policy. Training required that is not internal to DND is the responsibility of the Contractor and is not reimbursable through this contract.

## 9. HOURS OF WORK

Resources must be available on-site for up to five (5) days per week and will be provided office space, as required, within the assigned TE. Typical hours of work will be within 0730 – 1630 hrs, Monday to Friday, dependant on the TE's hours of operation. Although the contractor may work outside of these daily time periods during the completion of their tasks, facilities access are controlled and monitored, and access to DND resources will be limited outside of these times. The TE's hours of operation will be detailed in monthly Task Authorizations.

## 10. CONTRACTOR IDENTIFICATION

- 10.1. The Contractor will be responsible for ensuring that each of its resources and/or representatives (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:
- a) 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, either through contractor branded clothing (shirts/jackets) or other means such as a contractor name/ID badge; and
  - b) 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.

## 11. CLOSURE OF GOVERNMENT OFFICES

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.

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.

## 12. CLIENT SUPPORT

TEs will provide parking, temporary office space and the infrastructure deemed appropriate for the execution of assigned tasks.

## 13. INFORMATION TECHNOLOGY (IT)

Service provider computer systems or other communication devices must not be employed on the DND secure network –DWAN. Access to DWAN will be provided as necessary in support of the service provider's tasks. Wireless access is not permitted within CFBs. Internet connectivity on CFBs is limited and will only be provided to those service providers with a bona fide requirement for the conduct of their tasks. Units will coordinate internet connectivity and provide task specific software on an as and when required basis.

## 14. SPECIFIC IT REQUIREMENTS

14.1. Contractors working in support of ALSC will be provided DWAN equipment and software. The 3D GP and 3D A are required to provide their own IT equipment with internet capability necessary to conduct the work. Upon completion of this contract, the IT equipment will become the property of DND. The IT equipment will consist of a desktop computer with the following minimum specifications:

- Processor: AMD Ryzen Threadripper 2950x
- Liquid Cooled CPU Cooler
- X399 ATX Motherboard
- RAM: 64GB DDR4 3200MHz
- Video Card: NVIDIA RTX 2080
- 500GB NVMe SSD
- 2TB 7200rpm HDD
- Windows 10 Pro x64
- 2 x Asus ProArt 24" Monitor
- Keyboard and mouse (not wireless)

14.2. DND must have access to hardware and software management on all contractor supplied equipment for additional software installations, networking, etc. as required.

## 15. SECURITY

15.1 This contract and the resulting deliverables contain classified material and require the contracted personnel to hold a security level of SECRET. It will be the responsibility of the Contractor to have a security check conducted for their personnel and provide the Technical Authority the security documentation seven (7) days prior to positions start date. The Security Requirements Check List is attached as Annex C.

Solicitation No. - N° de l'invitation  
W2037-190094/A  
Client Ref. No. - N° de réf. du client  
W2037-190094

Amd. No. - N° de la modif.  
File No. - N° du dossier  
STJ-8-41066

Buyer ID - Id de l'acheteur  
SJT005  
CCC No./N° CCC - FMS No./N° VME

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- 15.2 Before the contractor or its employees will be given access to DND or CAF property, the security screening must be verified using a Visit Clearance Request (VCR). The security officer for the contractor will initiate the VCR process by submitting a VCR form to PSPC/ISS and will provide a copy of the approval to the TA before the positions start date.

**ANNEX "B"**

**BASIS OF PAYMENT**

You will be paid your costs reasonably and properly incurred for the performance of the work as follows:

<b>Year 1: April 1, 2019 or Contract Award to 31 March 2020:</b>		Extended price (daily rate x number of days)
1.	Senior Project Manager (PM)	
	Labour at the following firm rates:	
1.1	\$_____ per day for an estimated 220 days	\$_____
2.	Intermediate PMs	
	Labour at the following firm rates:	
2.1	\$_____ per day for an estimated 1320 days	\$_____
3.	Senior Instructional Designer (ID)	
	Labour at the following firm rates:	
3.1	\$_____ per day for an estimated 220 days	\$_____
4.	Intermediate ID	
	Labour at the following firm rates:	
4.1	\$_____ per day for an estimated 3960 days	\$_____
5.	Junior ID	
	Labour at the following firm rates:	
5.1	\$_____ per day for an estimated 1760 days	\$_____
6.	Quality Assurance (QA) Consultant	
	Labour at the following firm rates:	
6.1	\$_____ per day for an estimated 220 days	\$_____

7.	Quality Control (QC) Consultant (Bilingual)		
	Labour at the following firm rates:		
7.1	\$_____ per day for an estimated 220 days		\$_____
8.	Senior E-Learning Product Programmer (ELPP)		
	Labour at the following firm rates:		
8.1	\$_____ per day for an estimated 220 days		\$_____
9.	Intermediate E-Learning Product Programmer (ELPP)		
	Labour at the following firm rates:		
9.1	\$_____ per day for an estimated 880 days		\$_____
10.	Junior E-Learning Product Programmer (ELPP)		
	Labour at the following firm rates:		
10.1	\$_____ per day for an estimated 660 days		\$_____
11.	Intermediate 3D / Gaming Programmer (3D GP)		
	Labour at the following firm rates:		
11.1	\$_____ per day for an estimated 220 days		\$_____
12.	Junior 3D / Gaming Programmer (3D GP)		
	Labour at the following firm rates:		
12.1	\$_____ per day for an estimated 220 days		\$_____
13.	3D Animator (3D A)		
	Labour at the following firm rates:		
13.1	\$_____ per day for an estimated 440 days		\$_____
14.	Courseware Technical Advisor (CTA)		
	Labour at the following firm rates:		
14.1	\$_____ per day for an estimated 660 days		\$_____
	<b>TOTAL ESTIMATED COST: Contact Award to 31 March 2020</b>		

<b>Year 2: from 01 April 2020 to 31 March 2021:</b>		Extended price (daily rate x number of days)
1.		
	Labour at the following firm rates:	
1.1	\$ _____ per day for an estimated 220 days	\$ _____
2.	Intermediate PMs	
	Labour at the following firm rates:	
2.1	\$ _____ per day for an estimated 1320 days	\$ _____
3.	Senior Instructional Designer (ID)	
	Labour at the following firm rates:	
3.1	\$ _____ per day for an estimated 220 days	\$ _____
4.	Intermediate ID	
	Labour at the following firm rates:	
4.1	\$ _____ per day for an estimated 3960 days	\$ _____
5.	Junior ID	
	Labour at the following firm rates:	
5.1	\$ _____ per day for an estimated 1760 days	\$ _____
6.	Quality Assurance (QA) Consultant	
	Labour at the following firm rates:	
6.1	\$ _____ per day for an estimated 220 days	\$ _____
7.	Quality Control (QC) Consultant (Bilingual)	
	Labour at the following firm rates:	
7.1	\$ _____ per day for an estimated 220 days	\$ _____
8.	Senior E-Learning Product Programmer (ELPP)	
	Labour at the following firm rates:	
8.1	\$ _____ per day for an estimated 220 days	\$ _____

Solicitation No. - N° de l'invitation  
W2037-190094/A  
Client Ref. No. - N° de réf. du client  
W2037-190094

Amd. No. - N° de la modif.  
File No. - N° du dossier  
STJ-8-41066

Buyer ID - Id de l'acheteur  
SJT005  
CCC No./N° CCC - FMS No./N° VME

9.	Intermediate E-Learning Product Programmer (ELPP)		
	Labour at the following firm rates:		
9.1	\$_____ per day for an estimated 880 days		\$_____
10.	Junior E-Learning Product Programmer (ELPP)		
	Labour at the following firm rates:		
10.1	\$_____ per day for an estimated 660 days		\$_____
11.	Intermediate 3D / Gaming Programmer (3D GP)		
	Labour at the following firm rates:		
11.1	\$_____ per day for an estimated 220 days		\$_____
12.	Junior 3D / Gaming Programmer (3D GP)		
	Labour at the following firm rates:		
12.1	\$_____ per day for an estimated 220 days		\$_____
13.	3D Animator (3D A)		
	Labour at the following firm rates:		
13.1	\$_____ per day for an estimated 440 days		\$_____
14.	Courseware Technical Advisor (CTA)		
	Labour at the following firm rates:		
14.1	\$_____ per day for an estimated 660 days		\$_____
	<b>TOTAL ESTIMATED COST: 01April 2020 to 31 March 2021</b>		

<b>Year 3: from 01 April 2021 to 31 March 2022:</b>		Extended price (daily rate x number of days)
1.		
	Labour at the following firm rates:	
1.1	\$ _____ per day for an estimated 220 days	\$ _____
2.	Intermediate PMs	
	Labour at the following firm rates:	
2.1	\$ _____ per day for an estimated 1320 days	\$ _____
3.	Senior Instructional Designer (ID)	
	Labour at the following firm rates:	
3.1	\$ _____ per day for an estimated 220 days	\$ _____
4.	Intermediate ID	
	Labour at the following firm rates:	
4.1	\$ _____ per day for an estimated 3960 days	\$ _____
5.	Junior ID	
	Labour at the following firm rates:	
5.1	\$ _____ per day for an estimated 1760 days	\$ _____
6.	Quality Assurance (QA) Consultant	
	Labour at the following firm rates:	
6.1	\$ _____ per day for an estimated 220 days	\$ _____
7.	Quality Control (QC) Consultant (Bilingual)	
	Labour at the following firm rates:	
7.1	\$ _____ per day for an estimated 220 days	\$ _____
8.	Senior E-Learning Product Programmer (ELPP)	
	Labour at the following firm rates:	
8.1	\$ _____ per day for an estimated 220 days	\$ _____

9.	Intermediate E-Learning Product Programmer (ELPP)		
	Labour at the following firm rates:		
9.1	\$ _____ per day for an estimated 880 days		\$ _____
10.	Junior E-Learning Product Programmer (ELPP)		
	Labour at the following firm rates:		
10.1	\$ _____ per day for an estimated 660 days		\$ _____
11.	Intermediate 3D / Gaming Programmer (3D GP)		
	Labour at the following firm rates:		
11.1	\$ _____ per day for an estimated 220 days		\$ _____
12.	Junior 3D / Gaming Programmer (3D GP)		
	Labour at the following firm rates:		
12.1	\$ _____ per day for an estimated 220 days		\$ _____
13.	3D Animator (3D A)		
	Labour at the following firm rates:		
13.1	\$ _____ per day for an estimated 440 days		\$ _____
14.	Courseware Technical Advisor (CTA)		
	Labour at the following firm rates:		
14.1	\$ _____ per day for an estimated 660 days		\$ _____
	<b>TOTAL ESTIMATED COST: 01 April 2021 to 31 March 2022</b>		

Allowance for travel as required\* \$ 20,000.00

**Grand Total:** \$ \_\_\_\_\_

The sum of all periods and allowance for travel will be used for evaluation purposes

Solicitation No. - N° de l'invitation  
W2037-190094/A  
Client Ref. No. - N° de réf. du client  
W2037-190094

Amd. No. - N° de la modif.  
File No. - N° du dossier  
STJ-8-41066

Buyer ID - Id de l'acheteur  
SJT005  
CCC No./N° CCC - FMS No./N° VME

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Notes:

1. The basis of payment will be on an all inclusive per diem rate based on seven point five (7.5) hours of work. For work performed for duration of more or less than one day, the daily rate specified will be prorated accordingly. The Contractor is to submit a monthly invoice for consulting days/hours utilized each month before the 15th day of the following month.
2. The minimum guaranteed level of effort for this requirement is 10% of the maximum contract value. All resources must be available to start working within 30 days of contract award unless otherwise specified.

\* All travel and living costs will require prior authorization from the Technical Authority. Travel and living expenses incurred in the performance of the work will be reimbursed in accordance with the National Joint Council Travel Directive.

Solicitation No. - N° de l'invitation  
W2037-190094/A  
Client Ref. No. - N° de réf. du client  
W2037-190094

Amd. No. - N° de la modif.  
File No. - N° du dossier  
STJ-8-41066

Buyer ID - Id de l'acheteur  
SJT005  
CCC No./N° CCC - FMS No./N° VME

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## **ANNEX "C"**

### **SECURITY REQUIREMENTS CHECK LIST**



Contract Number / Numéro du contrat W2037-19-0094
Security Classification / Classification de sécurité Unclassified

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

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

Security Classification / Classification de sécurité Unclassified
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**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?  
If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité :  No / Non  Yes / Oui

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?  
Short Title(s) of material / Titre(s) abrégé(s) du matériel :  No / Non  Yes / Oui  
Document Number / Numéro du document :

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

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:  
Commentaires spéciaux : \_\_\_\_\_

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.  
REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

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

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

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

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

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?  No / Non  Yes / Oui

**PRODUCTION**

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

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

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?  No / Non  Yes / Oui



Contract Number / Numéro du contrat W2037-19-0094
Security Classification / Classification de sécurité Unclassified

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

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

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

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉ			NATO				COMSEC					
	A	B	C	Confidential / Confidenciel	Secret	Top Secret / Très Secret	NATO Restricted / NATO Diffusion Restreinte	NATO Confidential / NATO Confidenciel	NATO Secret	COSMIC Top Secret / COSMIC Très Secret	Protected / Protégé			Confidential / Confidenciel	Secret	Top Secret / Très Secret
											A	B	C			
Information / Assets / Renseignements / Biens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
IT Media / Support TI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
IT Link / Lien électronique	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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 PROTÉGÉ et/ou CLASSIFIÉE?  No / Non  Yes / Oui

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

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

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

Security Classification / Classification de sécurité Unclassified
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Contract Number / Numéro du contrat <b>W2037-19-0094</b>
Security Classification / Classification de sécurité <b>Unclassified</b>

PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13. Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées) P.A. Meaney, Maj		Title - Titre OC ALSC	Signature 
Telephone no. - N° de téléphone 506-422-3810	Facsimile - Télécopieur 506-422-1425	E-mail address - Adresse courriel Philip.Meaney@forces.gc.ca	Date 10 Oct 2018
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) <b>Dawn Murray - DDSO - Industrial Security SRCL Team Lead</b>		Title - Titre	Signature 
Telephone no. - N° de téléphone Tel: 613-996-0274	Facsimile - Télécopieur	E-mail address - Adresse courriel E-mail: dawn.murray@forces.gc.ca	Date 24 Oct 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?			<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)		Title - Titre	Signature
Telephone no. - N° de téléphone	Facsimile - Télécopieur	E-mail address - Adresse courriel	Date
17. Contracting Security Authority / Autorisé contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées) <div style="border: 1px solid black; padding: 2px; font-size: small;">Vanessa Good-Davidson Contract Security Officer, Contract Security Division <a href="mailto:vanessa_good-davidson@tpsc-pwsc.gc.ca">vanessa_good-davidson@tpsc-pwsc.gc.ca</a> Tel/Tél 613-941-0441</div>		Title - Titre	Signature
Telephone no. - N° de téléphone	Facsimile - Télécopieur	E-mail address - Adresse courriel	Date

Security Classification / Classification de sécurité <b>Unclassified</b>
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## **ANNEX "D"**

### **TECHNICAL EVALUATION CRITERIA**

Bids must include a resume for the proposed resource(s) illustrating the requested experience and education, and if appropriate, copies of diplomas and/or certificates. Bids must demonstrate how the proposed resource(s) meet the selection criteria. When required, the sum of all the examples must equal or exceed the timeframe identified. For each example that is cited as experience within the technical proposal, the following information must be provided:

- a. Job or position;
- b. Start and end time (month / year) of the experience and specify actual time period (months, years) (if applicable);
- c. Roles and responsibilities, including a description of the work performed and type of deliverables; and
- d. Identify the organization (provide references). Include the contact name for the organization and contact information. Contact information for any reference cited should include contact name, title and current telephone number.

NOTE: Listing professional experience without providing any supporting details describing when, where and how such experience was obtained will cause the proposal to be considered non-compliant by the evaluation team. All professional experience must be fully documented and substantiated in the proposal.

DND reserves the right to validate any or all of the information supplied by the bidder from the referenced project(s) prior to contract award and will document the responses and results of the Mandatory contacts.

### **MANDATORY REQUIREMENTS**

It is understood by the parties submitting offers that to be considered valid, an offer **MUST** meet all of the following mandatory requirements. Proposals must be supported by proper and adequate detail, particularly where supporting evidence is required by a mandatory item. Those not meeting all of these mandatory requirements will be given no further consideration.

**ATTENTION BIDDERS: WRITE BESIDE THE CRITERIA BELOW THE RELEVANT PAGE NUMBER(S) FROM YOUR PROPOSAL WHICH ADDRESSES THE ISSUE.**

		Page #	For Evaluation Purposes	
			Met/ Not Met	Comments
<b>M1</b>	<b>Project Mangers (PM) Six (6 resources) 1 Senior PM, 5 Intermediate PM's</b>			
	<b>1.1 Senior PM (1 resource)</b>			
	1.1.1 Must have a University degree (in any field) or a College Diploma (in any field) and a Project Management Professional (PMP) certification from the Project Management Institute.			
	1.1.2 Must have a minimum of seven (7) years' experience as a Project Manager, including three (3) years' experience in managing training projects and teams as program manager.			
	1.1.3 Must have a minimum of three (3) years' experience managing eLearning and/or software projects, including a minimum of two (2) years' experience managing eLearning teams.			
	1.1.4 Must be proficient in English.			
	<b>1.2 Intermediate PM's (6 resources)</b>			
	1.2.1 Must have a University degree (in any field) or a College Diploma (in any field) or a Project Management Professional (PMP) certification from the Project Management Institute.			
	1.2.2 Must have a minimum of five (5) years' experience as a Project Manager, including two (2) years' experience in managing training projects.			
	1.2.3 Must have a minimum of three (3) years' experience in managing eLearning and/or software projects.			
	1.2.4 Must be proficient in English.			

		Page #	For Evaluation Purposes	
			Met/ Not Met	Comments
<b>M2</b>	<b>Instructional Designers (ID) Twenty-seven (27 resources) ID's (1 senior ID, 18 intermediate ID's and 8 Jr ID's)</b>			
	<b>2.1 Senior ID (1 resource)</b>			
	2.1.1 Must have a graduate university degree with a Major in one of the following fields: Education, Adult Learning, Distance Learning, or eLearning.			
	2.1.2 Must have a minimum of seven (7) years' experience in the last ten (10) years in instructional design.			
	2.1.3 Must have a minimum of five (5) years' experience in the last ten (10) years in the instructional design of eLearning product(s) and a minimum of (3) years' experience in the last five (5) years in the management of Instructional Designer teams.			
	2.1.4 Must be proficient in English.			
	<b>2.2 Intermediate ID's (18 resource)</b>			
	2.2.1 Must have an undergraduate university degree with a Major in one of the following fields: Education, Adult Learning, Distance Learning, or eLearning.			
	2.2.2 Must have a minimum of five (5) years' experience in the last ten (10) years in instructional design.			
	2.2.3 Must have a minimum of three (3) years' experience in the last ten (10) years as a project lead instructional designer in the instructional design of eLearning product(s).			
	2.2.4 Must be proficient in English.			
	<b>2.3 Junior ID ( 8 resources)</b>			
	2.3.1 Must have a college degree in any field.			

		Page #	For Evaluation Purposes	
			Met/ Not Met	Comments
	2.3.2	Must have a minimum of five (5) years' experience in the last ten (10) years in instructional design.		
	2.3.3	Must have a minimum of three (3) year experience in the last ten (10) years in the instructional design of eLearning product(s).		
	2.3.4	Must be proficient in English.		
	OR			
	2.3a	Must have an undergraduate degree with a Major in one of the following fields: Education, Adult Learning, Distance Learning, or eLearning.		
	2.3.1a	Must have a minimum of one (1) years' experience in in instructional design		
	2.3.2a	Must be proficient in English.		
<b>M3</b>	<b>Quality Assurance (QA) consultant (1 resource)</b>			
	<b>3.1</b>	Must have a minimum of three (3) years' experience in the last five (5) years developing QA policies, plans, procedures and metrics.		
	3.1.1	Must have a minimum of three (3) years' experience in the last five (5) years developing software development standards.		
	3.1.2	Must have a minimum of three (3) years' experience in the last five (5) years managing the QA process.		
	3.1.3	Must be proficient in English.		
<b>M4</b>	<b>Bilingual Control (QC) consultant (1 resource)</b>			
	<b>4.1</b>	Must have a minimum of three (3) years' experience in the last ten (10) years developing QC policies, plans, procedures and metrics.		
	4.1.1	Must have a minimum of three (3) years' experience in the last ten (10) years developing eLearning development standards.		

		Page #	For Evaluation Purposes	
			Met/ Not Met	Comments
	4.1.2	Must have a minimum of three (3) years' experience in the last ten (10) years managing the QC process.		
	4.1.3	Must be bilingual (English/French).		
<b>M5</b>	<b>E-Learning Product Programmers (ELPPs) eight (8 resources) (1 senior ELPP, 4 intermediate and 3 Jr ELPP)</b>			
	<b>5.1</b>	<b>Senior ELPP (1 resource)</b>		
	5.1.1	Must have a University degree (in any field) or College diploma (in any field).		
	5.1.2	Must have a minimum of seven (7) years' experience in the last ten (10) years using Adobe Suite of products, other rapid eLearning tools such as HTML 5, CSS, JavaScript and/or eLearning authoring tools.		
	5.1.3	Must have a minimum of five (5) years' experience in the last ten (10) years as a project lead developer.		
	5.1.4	Must have a minimum of three (3) years' experience in the last five (5) years managing developer/programmer teams.		
	5.1.5	Must be proficient in English.		
	<b>5.2</b>	<b>Intermediate ELPP (4 resource)</b>		
	5.2.1	Must have a University degree (in any field) or College diploma (in any field).		
	5.2.2	Must have a minimum of five (5) years' experience in the last ten (10) years using Adobe Suite of products, other rapid eLearning tools such as HTML 5, CSS, JavaScript and/or eLearning authoring tools.		
	5.2.3	Must have a minimum of two (2) years' experience in the last five (5) years as project lead developer in the production of eLearning.		
	5.2.4	Must have a minimum of three (3) years' experience in the last five (5) years using Adobe Suite of products to produce eLearning.		
	5.2.5	Must be proficient in English.		
	<b>5.3</b>	<b>Junior ELPP (3 resource)</b>		
	5.3.1	Must have a College diploma (in any field) and/or Applied Studies Internship (ASI) Certificate.		

			Page #	For Evaluation Purposes	
				Met/ Not Met	Comments
	5.3.2	Must have a minimum of three (3) years' experience in the last five (5) years or successful graduate of the Applied Studies Internship (ASI) mentorship program using Adobe Suite of products, other rapid eLearning tools such as HTML 5, CSS, JavaScript and/or eLearning authoring tools.			
	5.3.3	Must be proficient in English.			
<b>M6</b>	<b>Intermediate 3D Game Programmer (3D GP) (1 resource)</b>				
	<b>6.1</b>	<b>Intermediate 3D GP</b>			
	6.1.1	Must have a University degree (in any field) or College diploma (in any field).			
	6.1.2	Must have a minimum of three (3) years' experience in the last seven (7) years in programming and scripting functionality of real world objects, characters and equipment for use in real-time engines such as Unity/Unreal.			
	6.1.3	Must have a minimum of one (1) year experience in the last three (3) years in 3D modeling, and texturing for 3D applications.			
	6.1.4	Must have a minimum of two (2) years' experience in the last five (5) years as a project lead 3D developer in the production of 3D projects.			
	6.1.5	Must be proficient in English.			
<b>M7</b>	<b>Junior 3D Game Programmer Three (1 resource)</b>				
	<b>7.1</b>	Must have a College diploma (in any field) and/or Applied Studies Internship (ASI) Certificate.			
	7.1.1	Must have a minimum of three (3) years' experience in the last five (5) years or be a successful graduate of the Applied Studies Internship (ASI) mentorship program in programming and scripting functionality of real world objects, characters and equipment for use in real-time engines such as Unity.			

		Page #	For Evaluation Purposes	
			Met/Not Met	Comments
	7.1.2	Must have a minimum of two (2) years' experience in the last five (5) years working in a 3D environment incorporating 3D modeling and 3D animation for 3D applications in eLearning.		
	7.1.3	Must be proficient in English.		
<b>M8</b>	<b>3D Animator (2 resources)</b>			
	8.1	Must have a University degree (in any field) or College diploma (in any field).		
	8.1.2	Must have a minimum of seven (7) years' experience in the last ten (10) years in 3D animation, pipeline management, programming and scripting animations of real world objects, characters and equipment for use in animations for real-time engines such as Unity, Unreal and training.		
	8.1.3	Must have a minimum of three (3) years' experience in the last five (5) years as project lead 3D animator in the production of 3D animations.		
	8.1.4	Must have a minimum of five (5) years' experience in the last ten (10) years using Autodesk 3DS Max for 3D and other 3D tools (as specified by the client, such as Adobe after effects, Motion builder, Vue).		
	8.1.5	Must be proficient in English.		
<b>M9</b>	<b>Courseware Technical Advisor (3 resources)</b>			
	9.1	Must have held the minimum rank of Captain (for Officers) and be qualified Army Operations Course (or equivalent).		
	9.1.1	Must have a minimum of three (3) years' experience in the content area related to the Army Training System within the last five (5) years		
	9.1.2	Resource must be proficient in English.		

## ANNEX "E"

### 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)

Solicitation No. - N° de l'invitation  
W2037-190094/A  
Client Ref. No. - N° de réf. du client  
W2037-190094

Amd. No. - N° de la modif.  
File No. - N° du dossier  
STJ-8-41066

Buyer ID - Id de l'acheteur  
SJT005  
CCC No./N° CCC - FMS No./N° VME

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**ANNEX "F"**

**DND 626 TASK AUTHORIZATION FORM**

**TASK AUTHORIZATION  
AUTORISATION DES TÂCHES**

All invoices/progress claims must show the reference Contract and Task numbers. Toutes les factures doivent indiquer les numéros du contrat et de la tâche.		Contract no. – N° du contrat  Task no. – N° de la tâche
Amendment no. – N° de la modification	Increase/Decrease – Augmentation/Réduction	Previous value – Valeur précédente
To – À Parachutisme	<b>TO THE CONTRACTOR</b> You are requested to supply the following services in accordance with the terms of the above reference contract. Only services included in the contract shall be supplied against this task. Please advise the undersigned if the completion date cannot be met. Invoices/progress claims shall be prepared in accordance with the instructions set out in the contract.	
Delivery location – Expédié à	<b>À L'ENTREPRENEUR</b> Vous êtes prié de fournir les services suivants en conformité des termes du contrat mentionné ci-dessus. Seuls les services mentionnés dans le contrat doivent être fournis à l'appui de cette demande. Prière d'aviser le signataire si la livraison ne peut se faire dans les délais prescrits. Les factures doivent être établies selon les instructions énoncées dans le contrat.	
Delivery/Completion date – Date de livraison/d'achèvement	Date	for the Department of National Defence pour le ministère de la Défense nationale
Contract item no. N° d'article du contrat	Services	Cost Prix
	<b>GST/HST TPS/TVH</b>	
	<b>Total</b>	
<b>APPLICABLE ONLY TO PWGSC CONTRACTS:</b> The Contract Authority signature is required when the total value of the DND 626 exceeds the threshold specified in the contract. <b>NE S'APPLIQUE QU'AUX CONTRATS DE TPSGC :</b> La signature de l'autorité contractante est requise lorsque la valeur totale du formulaire DND 626 est supérieure au seuil précisé dans le contrat.		
_____ for the Department of Public Works and Government Services pour le ministère des Travaux publics et services gouvernementaux		

