



Royal Canadian Mounted Police
Gendarmerie royale du Canada

RETOURNER LES SOUMISSIONS A:
RETURN BIDS TO:

See herein

REQUEST FOR INFORMATION
DEMANDE DE RENSEIGNEMENTS

Comments – Commentaires

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

Telephone No.
no de téléphone:

Title-Sujet TSPS – Lean Consulting Services	
Solicitation No. - No. de l'invitation RFI – 201903140/A	Date 2019-01-02
Client Reference No. - No. De Référence du Client	
Solicitation Closes - L'invitation prend fin at - à 14:00 on – le 2019-01-24	
F.O.B. - F.A.B.	
Address Enquiries to: - Adresser toutes questions à: Elizabeth.Wheeler@rcmp-grc.gc.ca	
Telephone No. - No de téléphone 613-825-6927	
Submission of Responses By email – see herein	
Name and title of person authorized to sign on behalf of Vendor/Firm - Nom et titre de la personne autorisée à signer au nom du fournisseur/de l'entrepreneur	
_____	_____
Signature	Date

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SECTION A - REQUEST FOR INFORMATION OBJECTIVES**A1.0 Purpose of the Request for Information (RFI) and Summary of Requirements**

- a) Purpose of this RFI:

The Royal Canadian Mounted Police (RCMP) is enquiring whether or not the expertise outlined in the attached SOW can be entirely satisfied using the list of pre-qualified suppliers listed under Stream: Business Consulting / Change Management: 2.5 Business Process Consultant (Senior level) and is open only to those Supply Arrangement Holders under E60ZT-18TSPS who are qualified under Tier 1.

A2.0 Nature of the Request for Information

This is not a bid solicitation. This RFI will not result in the award of any contract; therefore, potential suppliers of services described in this RFI should not earmark stock or facilities, nor allocate resources, as a result of any information contained in this RFI. Nor will this RFI result in the creation of any source list; therefore, whether or not any potential supplier responds to this RFI will not preclude that supplier from participating in any future procurement. Also, the procurement of any of the services described in this RFI will not necessarily follow this RFI. The nature of this RFI is to solicit feedback from industry with respect to the matters described in this RFI.

A3.0 Nature and Format of Responses Requested

Respondents are requested to provide their comments, concerns and, where applicable, alternative recommendations regarding how the requirements or objectives described in this RFI could be satisfied. Respondents are also requested to provide comments regarding the content, format and/or organization of any draft documents included in this RFI, and to respond to the RFI questions contained in Section B – Questions to Industry. Respondents should explain any assumptions they make in their responses.

A4.0 Response Costs

Canada will not reimburse any respondent for expenses incurred in responding to this RFI.

A5.0 Treatment of Responses

- a) Use of Responses: Responses will not be formally evaluated. However, the responses received may be used by Canada to develop or modify procurement strategies or any draft documents contained in this RFI. Canada will review all responses that are received by the RFI closing date.
- b) Review Team: A review team composed of RCMP representatives and outside RCMP representatives will review the response. Canada reserves the right to hire any independent consultant, or use any Government resources that it considers necessary to review any response.
- c) Confidentiality: Respondents should mark any portions of their response that they consider

proprietary or confidential. Due to the nature of the RFI activity respondents must be aware that some aspects of their response may be used as a basis for preparing the solicitation documents as Canada prepares for the future procurement.

- d) Follow-up Activity: Canada may in its discretion, contact any respondents to follow-up with additional questions or for clarification of any aspect of a response.

A6.0 Contents of the Request for Information

- a) This RFI contains a Draft Statement of Work. This document remains a work in progress and respondents should be aware that new information or requirements may be added, deleted or revised to any bid solicitation that is ultimately published by Canada. Comments regarding any aspect of the draft documents are welcome. Respondents are reminded that this is an RFI.
- b) This RFI also contains specific questions addressed to industry for response.

A7.0 Questions to Industry

Respondents are requested to provide responses to the RFI questions contained in Section B – Questions to Industry.

A8.0 Format of Responses

- a) Cover Page: The cover page should contain:
 - i. The title of the respondent's response;
 - ii. The name and address of the respondent;
 - iii. The name, address and telephone number of the respondent's contact;
 - iv. The date; and
 - v. The RFI number.
- b) Vendor Response to Section B – Questions to Industry: Respondents are requested to prepare their response using the table provided in Section B – Questions to Industry.
- c) Number of Copies: Canada requests that responses be provided in electronic format in accordance with A10.0 Submission of Responses.

A9.0 Enquiries

Because this is not a bid solicitation, Canada will not necessarily respond to enquiries in writing or by circulating answers to all potential respondents. However, respondents with questions regarding this RFI may direct their enquiries, by email, to the Contracting Authority:

Attention: Elizabeth Wheeler
Email: Elizabeth.wheeler@rcmp-grc.gc.ca

A10.0 Submission of Responses

- a) Time and Place for Submission of Response: Suppliers interested in providing a response should deliver it by email to the Contracting Authority identified in A9.0 Enquiries, at the time and on the date indicated on page 1 of the RFI document.
- b) Responsibility for Timely Delivery: Each respondent is solely responsible for ensuring its response is delivered on time and to the correct location.

SECTION B - QUESTIONS TO INDUSTRY

In addition to providing feedback regarding the Statement of Work (SOW) enclosed in Section C, respondents are also asked to respond to the questions below and submit the completed table with their RFI response.

Questions and Respondent Answers
<p><u>Question B1:</u> As a qualified supplier under the TSPS Business Consulting / Change Management: 2.5 Business Process Consultant (Senior level) stream, please provide a general statement regarding your interest in having in place a long-term contract (such as 1 year plus 3 option years) which is task based, as and when the RCMP requires.</p>
<p><u>Respondent Answer B1:</u></p>

Question B2:

Do you have qualified Lean Management resources capable of attaining the minimum number of points for a Senior Level Resource as per the flexible grid listed below? If so, how many of these resources would you have available to perform this work at one time, under your usual business operations?

Levels of Expertise

Senior: Minimum 95 pts

Intermediate: Minimum 70 pts

Junior: Minimum 50 pts

Relevant Education to the Consultant Category

University (PhD, Graduate, Undergraduate, degree): 35 pts

College or CEGEP Diploma/Certificate: 25 pts

Professional Certification

Relevant Professional Certification: 15 pts

Relevant Experience in Consultant Category

≥1 yr and <2 yrs: 12-23 months—10 pts

≥2 yrs and <4 yrs: 24-47 months—20 pts

≥4 yrs and <6 yrs: 48-71 months—25 pts

≥6 yrs and <8 yrs: 72-95 months—35 pts

≥8 yrs and <10 yrs: 96-119 months—50 pts

≥10 yrs: 120 + months—60 pts

Respondent Answer B2:

Question B3:

Please explain your capacity under usual business operations to provide services described in this RFI. Is the selected category and level appropriate for the services requested?

Respondent Answer B3:

Question B4:

Are there any other recommendations that you would like to raise regarding the Statement of Work?

Respondent Answer B4:

Question B5:
How much lead time would usually be required for you to have a qualified senior-level resource available to start work on Tasks (excluding any time required to complete RCMP security clearance)?

Respondent Answer B5:

Question B6:
Regarding the Lean Methodology Training Services required, are the specified class sizes and course durations appropriate?

Respondent Answer B6:

Question B7:
Are any aspects of the Statement of Work unclear? Is the “as and when” requested task authorization process clear?

Respondent Answer B7:

Question B8:
Is a Per Diem Basis of Payment appropriate for this type of requirement?

Respondent Answer B8:

ANNEX A:

STATEMENT OF WORK (SOW)**RCMP Lean Process Improvement Initiatives****1.0. Objective**

The Corporate Management and Comptrollership (CM&C) organization of the Royal Canadian Mounted Police (RCMP) is undertaking many process improvement initiatives using Lean Methodologies to make internal business processes more effective and efficient. The focus will be on the reduction of waste, elimination of redundancy, increased standardization, identification of automation opportunities, and an overall better way of conducting business processes and delivering internal services. The targeted, strategic outcomes to which the Lean Methodologies practitioners will make significant contributions to the overall business transformation of the CM&C organization to a modern, agile and integrated service delivery organization that sustainably embraces continuous improvement and emerging technologies in support of Canada's dynamic, operational policing imperatives.

2.0 Background

The CM&C organization provides oversight, policy direction, guidance, support and other services to all of the RCMP's financial, accounting, asset, facilities and procurement management functions. Over the years, the RCMP's corporate management business processes and procedures have evolved to address changing operational and regulatory requirements, including the implementation of information management systems, tools and solutions that are themselves the subject of rapid changes in technology. Various internal reviews, studies and reports have indicated the need for the CM&C organization to better coordinate, consolidate and integrate its business activities in support of the operational imperatives and administrative effectiveness that Canadians expect from its national police force.

The CM&C organization has launched a multi-year business transformation initiative to modernize and align its business processes and procedures in order to increase the relevance, efficiency, agility and responsiveness in the delivery of its Corporate Management services across the Force. A key success factor for this business transformation initiative will be the redesign and implementation of modern, lean processes which are subject to continuous, sustainable review and improvement in response to ever-changing business needs.

3.0. Scopes of Work

CM&C requires services of senior-level resources to help guide, facilitate and implement various kaizen events which we refer to as Process Improvement Events (PIEs) in this document. Each PIE will have a clearly defined scope and purpose. For each PIE, our plan is to assign appropriately trained RCMP employees to the role of PIE lead. The PIE lead will be directly accountable for the preparation, analysis, orchestration and implementation of the process improvements that result from each PIE. The PIE lead will work closely with the Contractor resource, seeking their advice and assistance to help them ensure successful business process outcomes for each PIE.

On an as-and-when required basis, task authorizations will be issued which will clearly align to at least one of the following three modes of service delivery:

- (A) Lean Process Improvement Event (PIE) Facilitation Services,
- (B) Lean Methodology Training Services, and
- (C) Lean Methodology Advisory Services.

4.0 Tasks, Deliverables and Contractors’ Responsibilities

Mode A: Lean Process Improvement Event (PIE) Facilitation Services

Based on each Task Authorization, the Contractors will be responsible for the following tasks:

Tasks/Activities	Deliverables/Milestones	Time schedule	Constraints
PIE planning	<p>Contractor will meet with PIE lead and other RCMP employees to review documentation related to the specific process being reviewed in the PIE event.</p> <p>PIE plan outlining:</p> <ul style="list-style-type: none"> • purpose, • key deliverables, • critical success factors, • planned timelines, 	<p>Contractor to deliver PIE plan to the PIE lead and Technical Authority (TA) a minimum of 4 weeks (20 business days) before the planned PIE.</p> <p>PIE lead will confirm in writing the planned dates for delivery of:</p> <ul style="list-style-type: none"> (a) the final PIE plan (b) the PIE materials, and 	<p>PIE lead will review the PIE plan with the Contractor within 3 business days of receiving it, and agree upon any necessary changes to the PIE plan or schedule.</p> <p>Once planned dates have been agreed upon in writing with the PIE lead, any changes to these dates will require the approval of the TA .</p>

Tasks/Activities	Deliverables/Milestones	Time schedule	Constraints
	<ul style="list-style-type: none"> • key participants, • stakeholder perspective(s), • methodology recommendations • approaches, • expected outcomes, and • roles and responsibilities. 	(c) the PIE workshop(s).	
PIE preparation	<p>PIE material which includes: PIE agenda, schedule, presentation content, tools and templates.</p> <p>Developed by the Contractor in collaboration with the PIE lead.</p>	Contractor to deliver PIE material to the PIE lead and TA a minimum of 1 week (5 business days) before the scheduled PIE.	PIE lead will provide any existing process documentation.
PIE delivery	The Contractor will facilitate each PIE with assistance from the PIE lead.	Scheduling of PIE delivery as confirmed and approved for each PIE within the final PIE plan.	

Tasks/Activities	Deliverables/Milestones	Time schedule	Constraints
<p>Post-PIE Implementation Support</p>	<p>PIE report(s) prepared by the Contractor which document the Event including activities completed, techniques employed, and tools used over the duration of the PIE.</p> <p>PIE report(s) must also include real or perceived risks, suggested mitigations, documented ground rules, written summaries, written documentation to support sessions, and explanation of any concerns that could impact the success of the implementation plan.</p> <p>If requested, the Contractor will review and provide feedback to PIE lead and TA on updated process documentation, future state process maps and plans.</p>	<p>Contractor to deliver PIE report(s) to the PIE lead and TA no later than 2 weeks (10 business days) after the scheduled PIE.</p> <p>Final PIE report(s) must be delivered to the PIE lead and TA no later than 5 business days after receiving feedback, suggestions from the PIE lead.</p>	<p>PIE lead will be responsible for updating any relevant process documentation, future state process maps, and plans developed for the process with respect to proposed changes that have been identified over the duration of the PIE.</p> <p>PIE lead will review the PIE report(s) and provide the Contractor with any necessary feedback, suggestions within 5 business days of receiving the report(s) from the Contractor.</p>

These facilitation services will be delivered under the following conditions:

- i. Each Process Improvement Event will be coordinated and overseen by a knowledgeable and resourceful RCMP employee who will be assigned the role of PIE lead.
- ii. Each PIE will have a defined scope. The approach and activities will be determined based on the LEAN methodology recommendations of the Contractor to the RCMP PIE lead, and documented as and when required in the PIE plan. Related time lines for each PIE will be determined in conjunction with the Technical Authority (TA), PIE lead and the Contractor in advance of the event.
- iii. All PIE facilitation and event venues will be located at the RCMP or other Government of Canada facilities within the National Capital area.

- iv. All facilitation services and related deliverables will be required in English only. There will usually be up to 15 participants for each PIE. Observers may attend when appropriate, and if invited by the PIE lead.

The Contractor's responsibilities will include, but will not be limited to:

- i. Enabling an environment that encourages participation from all PIE participants.
- ii. Providing guidance and direction to the PIE participants on the use of Lean Methodology techniques and tools appropriate for the service delivery organization.
- iii. Encouraging PIE participants to understand the bigger picture and gain a better understanding of salient points that are critical to process improvement.
- iv. Offering insights, suggestions, and as required, guiding discussions to ensure participants have an opportunity to provide respective points of view.
- v. Making use of appropriate visual and / or documented materials during the PIE which facilitate understanding and applicability of the Lean activities by PIE participants.
- vi. Working with the RCMP PIE leads for each session to:
 - a) Establish the ground rules
 - b) Initiate open and timely discussions with participants
 - c) Engage participants with the process analysis and design
 - d) Guide discussions to ensure all participants have the opportunity to provide their own view points
 - e) Take supplementary notes if needed, and assist in the elaboration of action items as required
 - f) Provide summary overviews of each session for RCMP management when required

Delivering all related materials electronically to the PIE Lead and the TA, using Microsoft Office software applications.

Mode B: Lean Methodology Training Services

The goal of these training services will be to deliver three (3) successive courses tailored for RCMP and other GC employees to ultimately enable them to analyse and design business processes for implementation within and across various areas of managerial specialization and expertise. Each of these courses will provide learners with increasing levels of knowledge and skill in the identification and application of appropriate Lean methodology approaches and techniques.

The three courses to be delivered internally are:

- (a) **Introduction to Lean Methodology and Techniques** – a course up to one day in duration that promotes awareness of Lean concepts, techniques and tools using appropriate theory, exercises and simulations. Course participants will not have any prior knowledge or training in Lean methodologies.

- (b) **Basic Lean Methodology and Techniques** – a course 3 to 5 days in duration that teaches participants Lean concepts, techniques and tools through more in-depth theory, exercises and simulations with the aim of being effective PIE leads. Participants taking this training are anticipated to have limited or no previous practical experience in environments using Lean Methodologies.

- (c) **Intermediate Lean Methodology and Techniques** – a course 5 to 10 days in duration that teaches participants Lean concepts, techniques and tools through in-depth theory and simulations with the aim of becoming effective PIE Facilitators for simple to medium complexity processes. Participants taking this training are anticipated to have successfully completed the basic-level training described above, and to have practical experience as a PIE lead. Participants will be provided with tools and templates, including proven tools appropriate for use in service delivery organizations. These tools and templates are intended for the use of the participants as PIE Facilitators within their organizations, upon successful completion of this course.

Based on each Task Authorization, the Contractors will be responsible for designing, preparing, tailoring, delivering and evaluating these three courses, including but not limited to, the following tasks:

Tasks/Activities	Deliverables/Milestones	Time schedule	Constraints
Course design	Course summary including information that identifies target audience(s), learning objectives, course curriculum, pre-requisites and expected learning outcomes	Contractor to deliver proposed course summary to the TA a minimum of 9 weeks (45 business days) before the first scheduled delivery of the course.	Within 5 business days of receiving the Course summary, the TA will provide feedback or approval of the course summary to the Contractor.
Course preparation	Complete course content materials, including but not limited to theory, concepts, exercises and simulations	Within 6 weeks after the approval of the course summary by the TA, Contractor to deliver a complete copy of the proposed course content materials for review by the TA.	Within 5 business days of receiving the complete copy of the proposed course materials, the TA will provide feedback or approval of the course content materials to the Contractor.
Course tailoring and continuous improvement	Additions or adjustments to prepared course content materials which aim to enhance the relevance or applicability of Lean methodologies and techniques for a particular business area of specialization or expertise Continuous improvements to course materials as a result of evaluations.	Schedule for deliverables to be prepared by the Contractor for course tailoring is TBD depending on the complexity of the tailoring/improvements required. The schedule must be approved by the TA.	The TA will provide Contractor with an outline of proposed additions and/or adjustments requested, as well as specific learning benefits to be achieved by each addition or adjustment. Timing of scheduled course must be respected.

Tasks/Activities	Deliverables/Milestones	Time schedule	Constraints
<p>Course delivery</p>	<p>Confirmation by Contractor of proposed course delivery date(s).</p> <p>Delivery of course within the established course schedule using prepared, approved (and if applicable, tailored) content for Introduction, Basic, or Intermediate course</p>	<p>The Contractor will confirm the course schedule proposed, or suggest alternate dates that are satisfactory to the TA.</p> <p>In order to confirm venue logistics, attendance by Contractor at course venue with TA may be required 3 business days prior to the scheduled delivery of the course.</p> <p>As per scheduled delivery of the course</p>	<p>Proposed course delivery date(s) and location(s) for each course will be provided to the Contractor by the TA.</p> <p>RCMP will provide participants with copies of all materials prepared and planned for each course offering.</p>
<p>Course evaluation</p> <p>The TA will administer the course evaluation by issuing to and collecting from the course participants, completed course evaluation forms.</p>	<p>The Contractor will provide feedback regarding the course evaluation form.</p> <p>Upon the request of the TA, the Contractor will meet with the TA to discuss any modifications or improvements required for subsequent course offerings.</p>	<p>Within 5 business days of receiving the summary of the course evaluation, the Contractor will provide feedback to the TA.</p>	<p>The TA will provide a copy of the proposed course evaluation form to be completed by course participants at the end of the course.</p> <p>Within 5 business days of the delivery of the course, the TA will assess and summarize the completed evaluation forms, and provide a copy of the assessment document to the Contractor.</p>

These training services will be delivered under the following conditions:

- i. All training services and related deliverables will be required in English only. Provision of all translation or interpretation services will be the responsibility of the RCMP.
- ii. All course training delivery venues will be located at RCMP or other Government of Canada facilities within the National Capital area.
- iii. An RCMP employee will be tasked with recording the daily attendance of participants at each training session delivered.
- iv. Each course delivered will be evaluated by participants and assessed by the TA.

The Contractor's responsibilities will include, but will not be limited to:

- v. Providing a standard training curriculum geared towards applying Lean Methodology successfully in service delivery organizations.
- vi. Including widely-used Lean Methodology activities, techniques and tools to ensure continuity, consistency and relevancy within the Lean Practitioner community at large.
- vii. Building content of training logically and in succession, by providing greater content depth and breadth at each level.
- viii. Enabling an environment that encourages learning by all course participants.
- ix. Providing guidance and direction to course participants on the use of Lean Methodology techniques and tools appropriate for the service delivery organization.
- x. Offering insights, suggestions, and as required, guiding discussions to ensure participants have an opportunity to provide respective points of view.
- xi. Making use of appropriate visual and / or documented materials during the course delivery which facilitate understanding and applicability of the Lean activities by course participants.
- xii. Providing tools and other instructional materials appropriate for the use of RCMP and other GC participants and employees who will lead or participate in future PIEs.
- xiii. Training groups of participants in sessions that number approximately: 8 to 30 participants for the Introductory training, 8 to 30 for the Basic training, and 3 to 12 for the Intermediate training.
- xiv. Adhering to training development plans to ensure engagement and learning by all participants for the duration of each day of training. All course durations will be measured in GC work week days of 7.5 hours each.
- xv. Delivering all related materials electronically to the TA, using Microsoft Office software applications.

Mode C: Lean Methodology Advisory Services

Based on each Task Authorization, contractors may be responsible for one or more of the following or similar advisory tasks:

Advisory tasks may include, but are not limited to:

- i. Provide advisory services related to developing Lean process improvement implementation plan(s). Such services are anticipated to be required to develop how Lean methodologies will be applied which may include and not be limited to preparing and/or conducting voice of the client and sponsor interviews; and supporting and/or facilitating process prioritization determination.
- ii. Provide assistance with the development of and/or develop appropriate metrics and measures used in the Control phase of the Define, Measure, Analyze, Improve, Control (DMAIC) cycle. The aim is to evaluate and monitor the achievement of the desired outcomes of the PIEs which can be used as an indicator as to whether further improvements are required.
- iii. Perform and provide analysis aimed at advising on elements related to real or perceived risks, issues and/or concerns that could impact success or timelines related to the initializing and/or managing Lean efforts.
- iv. Provide guidance and clarification concerning specific PIEs after the events and during related implementations, based upon information made available by the event facilitators or RCMP PIE leads.
- v. Provide written and/or verbal advice to various stakeholders as it relates to the use of Lean Methodologies within the organization.

Deliverables for this scope of work may include, but are not limited to:

- i. Status reports, risks and issues logs, options analysis reports, business cases, and recommendations reports.
- ii. Deliverables will be further defined at the time the request is made.

Contractor Responsibilities may include, but are not limited to:

- i. Ensuring that all services provided within this category give appropriate consideration to the guidance provided in preparation for and during PIEs, as well as content of training

services delivered, in order to demonstrate continuity and consistency of related information and approaches.

- ii. As required, additional expectations and/or constraints will be defined at the time of the request is made.

5.0. RCMP Responsibilities

The RCMP will provide meeting and / or conference rooms equipped with office furnishings and audio visual equipment suitable for the number of meeting or workshop participants.

The RCMP will be responsible for the administration, quality and costs of translation of delivered documents and materials from English to French when required. The RCMP will also be responsible for the administration, quality and costs of interpretation services when and if needed in relation to the execution of these services.

6.0. Language of Work

The work will be performed in English. As such, the resource(s) must be fluent in English whereby they must be able to communicate orally and in writing in English without any assistance and with minimal errors.

7.0. Location of Work

The work is to be conducted in Ottawa, with onsite training, consultations and mapping sessions to be conducted at RCMP or other GC locations within the National Capital Area.

8.0. Travel

Travel is not anticipated for the performance of the work; however, there could be unforeseen travel required. All travel must have prior authorization of the Contract Technical Authority and will be reimbursed in accordance with the terms and conditions of the contract.

ANNEX B:

TASK AUTHORIZATION FORM

Contract Number		
Task Authorization (TA) Number		
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:		\$ _____
TA Revisions Previously Authorized		
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____	
New TA Revision		
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____	
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____	
Contract Security Requirements (as applicable)		
This task includes security requirements.		
<input type="checkbox"/> No <input type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.		
Remarks:		
Required Work		
SECTION A – Task Description of the Work Required Instructions for Section A		

SECTION B – Applicable Basis of Payment Instructions for Section B
SECTION C - Cost Breakdown of Task Instructions for Section C
SECTION D- Applicable Method of Payment Instructions for Section D
Authorization - Authorization
<p>By signing this TA, the Technical Authority or the Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.</p> <p>En apposant sa signature sur cette AT, le responsable technique ou l'autorité contractante ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.</p> <p>Name of Technical Authority - Nom du responsable technique _____</p> <p>Signature _____ Date _____</p> <p>Name of Contracting Authority - Nom de l'autorité contractante _____</p> <p>Signature _____ Date _____</p>
Contractor's Signature - Signature de l'entrepreneur
<p>Name and title of individual authorized to sign for the Contractor Nom et titre de la personne autorisée à signer au nom de l'entrepreneur</p> <p>_____</p> <p>Signature _____ Date _____</p>