



# REQUEST FOR INFORMATION (RFI)

## FOR CMHC's LINGUISTIC SERVICES OPERATING MODEL (LSOM)

**Date issued:**

February 26, 2019

**Solicitation File Number:**

RFI-000079

**Solicitation Closes:**

March 22, 2019 – 11:00 am Ottawa local time

**Inquiries:**

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## 1. INTRODUCTION

Canada Mortgage and Housing Corporation (CMHC) is Canada's national housing agency. At CMHC, we are driven by our belief that everyone in Canada should have a roof over their head, and that a world-leading housing system can be the cornerstone of a thriving and inclusive society.

We work with community organizations, the private sector, non-profit agencies and all levels of government to contribute to the stability of the financial system, facilitate access for Canadians in housing need, and offer objective housing research and advice to governments, individuals and the housing industry.

We are a Crown Corporation and we report to Parliament through the Minister of Families, Children and Social Development.

Our 2,000 employees work in locations across Canada and our impact is felt across the housing system.

A comprehensive Company profile of CMHC can be found at [www.cmhc-schl.gc.ca](http://www.cmhc-schl.gc.ca)

## 2. DEFINITIONS SUMMARY

CMHC	Canada Mortgage and Housing Corporation
EN	English
FR	French
Industry	Potential vendors and/or companies with expertise in managing linguistic services more specifically a translation environment
LSOM	Linguistic Services Operating Model
NPP	Notice of Planned Procurement
RFI	Request for Information
RFP	Request for Proposal
Respondents	Potential vendors submitting a response to the RFI
Proponents	Potential vendors submitting a proposal to the RFP

## 3. PURPOSE

The purpose of this Request for Information (RFI) is to seek information from the Industry on its ability to support CMHC's new linguistic services operating model (LSOM). Services include translation (Canadian English to Canadian French and Canadian French to Canadian English, with the possibility of EN or FR translations to other languages on an exceptional basis). We are also seeking input on a technology solution to manage requests, and resulting workflows, effectively and efficiently.

With this RFI, CMHC is seeking feedback, innovative ideas and solutions from the Industry on how best to standardize, streamline and automate workflow and the management thereof. Respondents' solutions explored will support CMHC's ability to improve operational efficiencies and to provide even greater value to Canada and Canadians.

## 4. BACKGROUND/CURRENT STATE

CMHC currently handles most of its translations in-house and outsources roughly 15% of the texts processed by CMHC's Linguistic Services' group (approximately ten (10) million words per year). By September 2019, CMHC would like to increase the share of externally provided translation services from 15% to 95%.

The Linguistic Services group provides a variety of linguistic services to all departments, sectors and business lines within CMHC. It currently has twenty six (26) permanent and contract translators and editors, one (1) Service Coordinator, one (1) Associate, Contracts, two (2) administrative assistants, one (1) team leader and one (1) manager. Incoming work is processed by the administrative assistants.

They do a word count and perform a first analysis by retrieving previously translated documents, through LogiTerm), that could be useful to the translator. The file is then given to the Service Coordinator who will do an in-depth analysis. Based on certain criteria, s/he will confirm or negotiate the deadline required and will assign the job to an in-house translator or ask the Associate, Contracts to send it to one of our current suppliers. If the work is done internally, the translator may ask a colleague to review his work. However, in some very specific cases, this revision is required. Once this review is completed, the translated document is returned to the requesting individual. If the work is to be done by one of our external service providers, then the reference material and appropriate terminology to use is sent along with all necessary instructions. The translated document is then reviewed in depth by an in-house translator familiar with the topic. If time is of the essence, a quality check is done. In very few cases, the work can be sent directly to the requesting individual. If the work done by the external service provider is not satisfactory, then a penalty (based on the contract in place) may be given. Follow-ups are done whenever necessary. Linguistic Services are in a chargeback mode so all incoming requests are charged to requesting departments and reports are sent each month. Invoices from our external suppliers are sent on a regular basis through our Procurement system and are checked against the work performed by the Associate, Contracts.

CMHC currently uses LinguaNotes on Lotus Notes to manage all linguistic services requests. Lotus Notes will be phased out in 2019, timed to our move to a new LSOM. CMHC also uses LogiTerm for its corpus that could be used for machine translation and its terminology database which is also linked to the corpus. While LogiTerm is working well for CMHC, Respondents are welcome to propose alternatives (which could be considered if these are deemed feasible and cost-effective) within their proposed solution. CMHC is looking for ways to automate tedious and repetitive tasks (word count, renaming documents, alignment of documents, etc.) where possible.

Please refer to Annex A for an overview of CMHC's current LSOM.

## 5. REQUIREMENTS

As CMHC is looking to the Industry for feedback on available linguistic services management solutions, CMHC strives to gain efficiencies for the following requirements within its operations:

- Translation, concordance check and proofreading services: approximately 45,000 words per day in Canadian French and Canadian English. Government of Canada secret security classification required for some documents.
- The direction of CMHC's new LSOM is limiting translations performed in-house and transferring work and/or employees to selected Proponent(s).
- An intake portal accessed by Linguistic Services, CMHC employees (approx. 2,000), and external linguistics service providers;
- Real-time workflow management;
- Real-time workload management;
- Corpus and Terminology management;
- Computer Aided Translation (CAT) tools;
- Quality Assurance tools;
- Analytics, Reporting and Auditing;
- Financial management interoperability;
- Security management;
- Scalability management; and
- Document management.

## 6. ACQUISITION STRATEGY

CMHC intends to conduct a four (4)-stage procurement process under Solicitation Number 000079

Stage 1:	Seek capable companies	→	Request for Information (RFI)
Stage 2:	Synopsis of technical and mandatory requirements	→	Notice of Planned Procurement (NPP)

Stage 3:	Select company(ies)	→	Request for Proposals (RFP)
Stage 4:	Contracting	→	Agreement negotiation and ratification

**Stage 1: RFI**

Responses submitted under this RFI are non-binding. The issuance of the RFI is not to be considered in any way as a commitment by CMHC or as authority to undertake any work described under Section 5 above.

The main purpose of this RFI is to obtain feedback from Respondents regarding requirements, solutions, technologies and trends, etc. as outlined in Section 3 above.

**Stage 2: NPP**

A synopsis of technical and/or mandatory requirements will be published under the NPP and Respondents are invited to submit their interest in responding to a subsequent RFP.

Written submissions, which meet all mandatory requirements, will be considered qualified and will proceed to Stage 3: RFP. Responses submitted under the NPP are non-binding. The issuance of the NPP is not to be considered in any way a commitment by CMHC or as authority to undertake any work.

**Stage 3: RFP**

Respondents with qualified responses from the NPP may be requested to submit full proposals. Full proposals will be evaluated in accordance with the evaluation criteria identified in the RFP. Shortlisted proponents may enter negotiations with the CMHC.

**Stage 4: Contracting**

The selected proponent(s) from the RFP may enter into negotiations with CMHC and sign an agreement.

**7. REVIEW OF THE RFI**

CMHC reserves the right to request additional information for clarification during the review of the responses to this RFI, and/or to consider a subsequent modification of the response put forward by a Respondent.

CMHC will perform a review of Industry feedback submitted and incorporate it as it deems appropriate in the development of the NPP and/or RFP.

No payment will be made by CMHC for any costs incurred and associated with the preparation and submission by the Respondent of responses to this RFI. All costs are the sole responsibility of the Respondent.

**8. NO OBLIGATION**

The issuance of this RFI does not create an obligation for CMHC to issue a subsequent competitive procurement process and does not bind CMHC legally or otherwise, to enter into any agreement or to accept any suggestions from Respondents.

This RFI process is not a bid solicitation and a contract will not result from this request.

**9. CONFIDENTIALITY**

Information provided by Respondents through their RFI response is subject to the Access to Information Act. Respondents should identify any submitted information that is to be considered as either company confidential or proprietary. CMHC will not reveal any designated confidential or proprietary information.

**10. INFORMATION WILL NOT BE RETURNED**

The RFI response and any accompanying information or documentation provided by a Respondent will not be returned.

## 11. INFORMATION IN RFI ONLY AN ESTIMATE

CMHC make no representation, warranty or guarantee as to the accuracy of the information contained in the RFI or issued by way of addenda. Any quantities shown or data contained in this RFI, or provided by way of addenda, are estimates provided only as general background information.

## 12. LANGUAGE

RFI responses are to be provided in one of the two official languages of Canada (English or French).

## 13. GOVERNING LAW

This RFI process will be governed by and construed in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

## 14. RFI RESPONSE OBJECTIVES

This RFI is being posted on [buyandsell.gc.ca](http://buyandsell.gc.ca) to allow for the public and private sectors to review the RFI and provide feedback. The responses received will be used to assist CMHC in finalizing the requirements and in developing achievable objectives and deliverables.

CMHC will analyze and summarize all input in technical and/or mandatory requirements and post a NPP with a synopsis on [buyandsell.gc.ca](http://buyandsell.gc.ca)

## 15. RECOMMENDATIONS FROM INDUSTRY (RESPONDENTS)

Industry recommendations that do not restrict the level of competition will be given consideration. Recommendations that favour a particular solution will be entertained, however the CMHC reserves the right to accept or reject any recommendation(s) at its discretion.

## 16. TERMS OF REFERENCE

- If there are any questions relating to the requirements as provided, Respondents should direct their inquiries to the CMHC, Daniela Michaud, at the following address:  
  
[dcmichau@cmhc-schl.gc.ca](mailto:dcmichau@cmhc-schl.gc.ca) and  
[ProcurementSourcing\\_Sourcesd'approvisionnement@cmhc-schl.gc.ca](mailto:ProcurementSourcing_Sourcesd'approvisionnement@cmhc-schl.gc.ca)  
  
**by 02:00 pm ET on March 4, 2019.** Answers to questions will be posted on **March 15, 2019** unless they are of proprietary or confidential in nature;
- CMHC requests that the RFI responses be provided by email to CMHC, Daniela Michaud, **by 11:00 am ET on March 22, 2019;**
- CMHC reserves the right to request supporting details and validate any information, qualifications and capabilities provided by the Respondent(s);
- CMHC reserves the right to cancel this RFI at any point and/or refrain from issuing a NPP and/or RFP;
- Neither this RFI nor any subsequent selection process will in any way impose an obligation or responsibility on CMHC (i) to execute any contract with any Respondent and (ii) for any costs incurred by a Respondent to respond to this RFI. By submitting a response to this RFI, Respondents waive any right to seek costs or damages or any other remedy against CMHC with respect to this RFI or any subsequent RFP or other selection process.

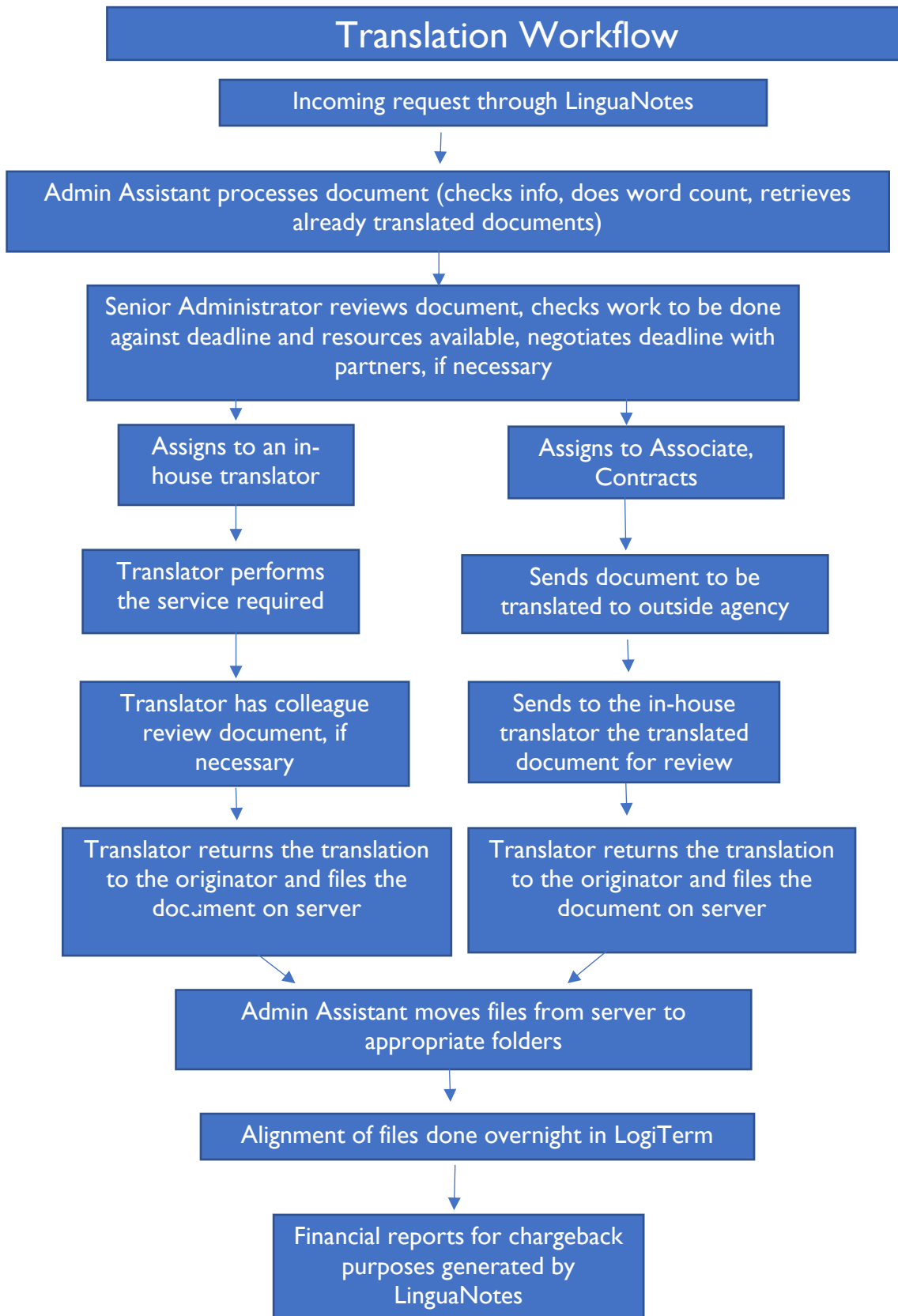
## 17. RFI RESPONSE

The Respondent's RFI response should include the following items:

- A statement outlining the Respondent's feedback for each item as described in Annex B Section 2, with a maximum page limit of fifteen (15) single-sided pages; and
- The Respondent's company name, address, contact person and email address.

## Annex A - CMHC LINGUISTIC SERVICES – CURRENT STATE

Within this annex, CMHC is illustrating its current LSOM. **Important:** Industry solutions are not to be constrained and/or limited by our current state.



## Annex B INDUSTRY FEEDBACK

### 1. Our high-level challenges:

1. Streamline and increase efficiency of workflow (from employee request to finished product);
2. Reduce manual administrative tasks, such as naming documents, doing word count, aligning texts;
3. Reduce overhead;
4. Reduce costs;
5. What best-in-class solutions are available?
6. Should translation services (Canadian French and Canadian English) be separate streams from the technology solution? Do turnkey solutions, encompassing all requirements, exist?
7. Streamline assigning process;
8. Use of a dashboard indicating resources availability, work progress or level of completion, forecasting ability to take on more work;
9. What machine-assisted and automatic translation tools exist that could provide high-quality self-service options for employees?
10. What options exist for end-to-end solutions to simplify and streamline operations in treating volumes of our size (10 million+ words/year)?

### 2. Areas we need your input:

Please submit your recommendations in writing. It is not expected that all questions will elicit a response, neither should the written submissions be constrained by the below questions:

1. Please describe your proposed solution to CMHC. **Important:** Industry solutions are not to be constrained and/or limited by our current state. Make your pitch.
2. Is your solution off-the-shelf or does it require customization? Please describe.
3. Can your solution integrate with LogiTerm or do you have an alternative? What does the alternative entail? In addition:
  - a. If it can integrate with LogiTerm, please provide a high level integration plan.
  - b. If you have an alternative to LogiTerm, please provide a description of such alternative.
4. For development of a scope of work for a competitive procurement process, should CMHC consider translation services (Canadian French and Canadian English) to be separate streams from the technology solution? Are there existing turnkey solutions encompassing all requirements? Please advise.
5. Please highlight any emerging technologies and trends in the linguistic services industry, and how your proposed solution(s) responds to these.
6. Do you have an employee-transfer policy in place?
7. Do you have experience dealing with large organizations of CMHC's nature and in our fields of operations?
8. Please provide a brief company profile with the following information: Company size, numbers of employees, years in business, address of head office and subsidiaries.
9. Please indicate language of preference for related solicitation documents:  
\_\_\_ English; or \_\_\_ French.