



**RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:**

**Bid Receiving - PWGSC / Réception des
soumissions - TPSGC**

11 Laurier St. / 11, rue Laurier

Place du Portage, Phase III

Core 0B2 / Noyau 0B2

Gatineau

Québec

K1A 0S5

Bid Fax: (819) 997-9776

**REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION**

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

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

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

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

Comments - Commentaires

THIS DOCUMENT CONTAINS A SECURITY
REQUIREMENT/CE DOCUMENT CONTIENT UNE
EXIGENCE DE SÉCURITÉ

Vendor/Firm Name and Address

Raison sociale et adresse du

fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution

Informatics Professional Services Division / Division des
services professionnels en informatique

Les Terrasses de la Chaudière

10, rue Wellington, 4ième

étage/Floor

Gatineau

Québec

K1A 0S5

Title - Sujet TBIPS - IT Services	
Solicitation No. - N° de l'invitation G9292-176717/B	Date 2019-03-13
Client Reference No. - N° de référence du client G9292-176717	
GETS Reference No. - N° de référence de SEAG PW-\$\$ZM-380-34738	
File No. - N° de dossier 380zm.G9292-176717	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2019-04-02	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Cook, Gail	Buyer Id - Id de l'acheteur 380zm
Telephone No. - N° de téléphone (613) 858-9369 ()	FAX No. - N° de FAX (819) 956-2675
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA	

Instructions: See Herein

Instructions: Voir aux présentes

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

BID SOLICITATION
FOR CONTRACTS AGAINST A SUPPLY ARRANGEMENT FOR TASK-
BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS)
(TIER 2 – NCR)
FOR VARIOUS RESOURCE CATEGORIES FOR
WORKSTREAM 1 - BUSINESS SERVICES AND
WORKSTREAM 2 PROJECT MANAGEMENT SERVICES
FOR
EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA (ESDC)

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PART 1 - GENERAL INFORMATION

1.1 Introduction

This document states terms and conditions that apply to this bid solicitation. It is divided into seven parts plus attachments and annexes, as follows:

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

The annexes include the Statement of Work **and any other annexes**.

1.2 Summary

- (a) This bid solicitation is being issued to satisfy the requirement of Employment and Social Development Canada (the "**Client**") for Task-Based Informatics Professional Services (TBIPS) under the TBIPS Supply Arrangement (SA) method of supply.
- (b) It is intended to result in the award of one contract in each of two Workstreams, with each contract purchasing Work from only one Workstream. Each contract will be for three years plus one two-year irrevocable option allowing Canada to extend the term of the contract. Bidders do not have to submit a bid for each Workstream. In the event that a Bidder wants to bid on more than one Workstream, a separate technical bid should be submitted for each Workstream.

- (c) There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 – Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.
- (d) The requirement is subject to a preference for Canadian goods and/or services.
- (e) This procurement is set aside under the federal government Procurement Strategy for Aboriginal Business. For more information on Aboriginal business requirements of the Set-aside Program for Aboriginal Business, refer to Annex 9.4 of the Supply Manual.
- (f) This procurement is set aside from the international trade agreements under the provision each has for measures with respect to Aboriginal peoples or for set-asides for small and minority businesses.
- (g) Further to Article 800 of the Canadian Free Trade Agreement (CFTA), CFTA does not apply to this procurement.
- (h) The Federal Contractor's Program (FCP) for employment equity applies to this procurement; see Part 5 – Certifications and Additional Information, Part 7 – Resulting Contract Clauses and the attachment titled "Federal Contractors Program for Employment Equity – Certification."
- (i) This bid solicitation allows bidders to use the epost Connect service provided by Canada Post Corporation to transmit their bid electronically. Bidders must refer to Part 2 entitled "Bidder Instructions, and Part 3 entitled "Bid Preparation Instructions", of the bid solicitation, for further information.
- (j) Only TBIPS SA Holders currently holding a TBIPS SA for Tier 2, in all required resource categories of a given Workstream in this bid solicitation and in the National Capital Region under the EN578-170432 series of SAs are eligible to compete. The TBIPS SA EN578-170432 is incorporated by reference and forms part of this bid solicitation, as though expressly set out in it, subject to any express terms and conditions contained in this bid solicitation. The capitalized terms not defined in this bid solicitation have the meaning given to them in the TBIPS SA.
- (k) For each Workstream, the Resource Categories described below are required on an as and when requested basis in accordance with the TBIPS SA Annex "A":

WORKSTREAM 1 – BUSINESS SERVICES

RESOURCE CATEGORY	LEVEL OF EXPERIENCE	ESTIMATED NUMBER OF RESOURCES REQUIRED	ESTIMATED NUMBER OF DAYS PER RESOURCE PER YEAR
B.1 Business Analyst	Level 3	4	220
B.2 Business Architect	Level 3	4	220
B.4 Business Continuity/Disaster Recovery Specialist	Level 3	1	20
B.5 Business Process Re-engineering Consultant	Level 3	2	40
B.7 Business Transformation Architect	Level 3	4	220
B.14 Technical Writer	Level 3	1	100

WORKSTREAM 2 – PROJECT MANAGEMENT SERVICES

RESOURCE CATEGORY	LEVEL OF EXPERIENCE	ESTIMATED NUMBER OF RESOURCES REQUIRED	ESTIMATED NUMBER OF DAYS PER RESOURCE PER YEAR
P.1 Change Management Consultant	Level 3	2	220
P.5 Project Executive	Level 3	2	220
P.9 Project Manager	Level 3	3	220
P.9 Project Manager – Release Manager	Level 3	1	100
P.10 Project Scheduler	Level 3	1	220
P.12 Risk Management Specialist	Level 3	1	220
P.13 Independent Information Technology Project Review Team Leader	Level 3	1	220
P.14 Independent Information Technology Project Reviewer	Level 3	1	220

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 provided in writing, by telephone or in person.

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

- (a) All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the *Standard Acquisition Clauses and Conditions Manual* (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.
- (b) Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract(s).
- (c) The 2003 (2018-05-22) Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the bid solicitation. If there is a conflict between the provisions of 2003 and this document, this document prevails.
- (d) Subsection 3.a. of Section 01, Integrity provisions - bid of Standard Instructions 2003 incorporated by reference above is deleted in its entirety and replaced with the following:
 - a. at the time of submitting an arrangement under the Request for Supply Arrangement (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.
- (e) Subsection 4 of Section 05, Submission of bids of Standard Instructions 2003 incorporated by reference above, is amended as follows:

Delete: 60 days

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

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

2.2 Submission of Bids

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

2.3 Enquiries - Bid Solicitation

- (a) All enquiries must be submitted in writing to the Contracting Authority no later than 10 calendar days before the bid closing date. Enquiries received after that time may not be answered.
- (b) Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated, and the enquiry can be answered with copies to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

2.4 Former Public Servant

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

(b) **Definitions**

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

- (i) an individual;
- (ii) an individual who has incorporated;
- (iii) a partnership made of former public servants; or
- (iv) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

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

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

(c) **Former Public Servant in Receipt of a Pension**

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

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

- (i) name of former public servant;
- (ii) date of termination of employment or retirement from the Public Service.

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

(d) **Work Force Adjustment Directive**

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

If so, the Bidder must provide the following information:

- (i) name of former public servant;
- (ii) conditions of the lump sum payment incentive;
- (iii) date of termination of employment;
- (iv) amount of lump sum payment;
- (v) rate of pay on which lump sum payment is based;
- (vi) period of lump sum payment including start date, end date and number of weeks;
- (vii) number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

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

2.5 Applicable Laws

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

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

2.6 Volumetric Data

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

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

(a) Epost Connect Bid Submission

- (i) If the Bidder chooses to submit its bid electronically, Canada requests that the Bidder submits its bid in accordance with section 08 of the 2003 Standard Instructions. Bidders are required to provide their bid in a single transmission. The epost Connect service has the capacity to receive multiple documents, up to 1GB per individual attachment.
- (ii) The bid must be gathered per section and separated as follows:
 - (A) Section I: Technical Bid
 - (B) Section II: Financial Bid
 - (C) Section III: Certifications
 - (D) Section IV: Additional Information (if applicable)
- (iii) For further information please refer to article 08 - Transmission by facsimile or by epost Connect at <https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/1/2003/23#transmission-by-facsimile>.

(b) Soft Copy Bid Submission (CD or USB key)

- (i) If the Bidder chooses to submit its bid in soft copy via the PWGSC Bid Receiving Unit, Canada requests that the Bidder submits its bid in separate sections as follows:
 - (A) Section I: Technical Bid – One soft copy on a CD or USB key
 - (B) Section II: Financial Bid – One soft copy on a SEPARATE CD or USB key
 - (C) Section III: Certifications – One soft copy on a CD or USB key
 - (D) Section IV: Additional Information - One soft copy on a CD or USB key (if applicable)
- (c) If the Bidder is simultaneously providing an epost Connect copy and soft copy of the bid and if there is a discrepancy between the wording of the epost Connect copy and soft copy, the wording of the epost Connect copy will have priority over the wording of the soft copy.
- (d) Hard copy bid submissions will not be given any consideration.
- (e) Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.
- (f) **Format for Bid:** Canada requests that Bidders follow the format instructions described below in the preparation of their bid:
 - (i) use 8.5 x 11 inch (216 mm x 279 mm) page size;
 - (ii) use a numbering system that corresponds to the bid solicitation;
 - (iii) include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, bidder's name and address and contact information of its representative; and
 - (iv) include a table of contents.

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- (g) **Canada's Policy on Green Procurement:** In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process. See the Policy on Green Procurement (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>).
- (h) **Submission of Only One Bid:**
- (i) A Bidder, including related entities, will be permitted to submit only one bid in response to this bid solicitation. If a Bidder or any related entities participate in more than one bid (participating means being part of the Bidder, not being a subcontractor), Canada will provide those Bidders with 2 working days to identify the single bid to be considered by Canada. Failure to meet this deadline will result in all the affected bids being disqualified. A single bid may contain bids to be awarded a contract in one or more Workstreams. However, a bid may not contain a bid from the Bidder, including related entities to be awarded more than one contract in any given Workstream.
 - (ii) For the purposes of this Article, regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law (whether that entity is a natural person, corporation, partnership, etc.), an entity will be considered to be "**related**" to a Bidder if:
 - (A) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);
 - (B) they are "related persons" or "affiliated persons" according to the Canada Income Tax Act;
 - (C) the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
 - (D) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.
 - (iii) Individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture.
- (i) **Joint Venture Experience:**
- (i) Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

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

Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance service, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of

members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.

- (iii) Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submit this information within the period set by the Contracting Authority, its bid will be declared non-responsive.

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

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

That show in total 100 billable days.

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

3.2 Section I: Technical Bid

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

- (i) **Bid Submission Form:** Bidders are requested to include the Bid Submission Form - Attachment 3.1 with their bids. It provides a common form in which bidders can provide information required for evaluation and contract award, such as a contact name and the Bidder's Procurement Business Number, etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.

- (ii) **Substantiation of Technical Compliance:**

- (A) **Mandatory Technical Criteria:** The technical bid must substantiate the compliance with the specific articles of Attachment 4.1, which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirement(s), but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or resources comply is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be considered non-responsive and disqualified. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the "Bidder's Response" column of Attachment 4.1, where Bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.

- (B) **Point-Rated Technical Criteria:** The technical bid must substantiate the compliance with the specific articles of Attachment 4.2, which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirement(s), but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or resources comply is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be rated accordingly. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the "Bidder's Response" column of Attachment 4.2, where Bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.
- (iii) **Customer Reference Contact Information:**
- (A) The Bidder must provide customer references. The customer reference must each confirm, if requested by PWGSC the facts identified in the Bidder's bid, as required by MTC1 of Attachment 4.1 and RTC2 and RTC3 of Attachment 4.2.
- (B) The form of question to be used to request confirmation from customer references is as follows:
- Has the Bidder provided your organization with (details of MTC1, RTC2 and RTC3 to be provided to the Customer Reference):
- ___ *Yes, the Bidder has provided my organization with the services described above.*
- ___ *No, the Bidder has not provided my organization with the services described above.*
- ___ *I am unwilling or unable to provide any information about the services described above.*
- (C) For each customer reference, the Bidder must, at a minimum, provide the name and either the telephone number or e-mail address for a contact person. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.
- Bidders are also requested to include the title of the contact person. It is the sole responsibility of the Bidder to ensure that it provides a contact who is knowledgeable about the services the Bidder has provided to its customer and who is willing to act as a customer reference. Crown references will be accepted.

3.3 Section II: Financial Bid

- (a) **Pricing:** Bidders must submit their financial bid in accordance with the Basis of Payment provided in Annex B. The total amount of Applicable Taxes must be shown separately, if applicable. Unless otherwise indicated, bidders must include a single, firm, all-inclusive per diem rate quoted in Canadian dollars in each cell requiring an entry in the pricing tables of Annex B.
- (b) **Variation in Resource Rates By Time Period:** For any given resource category, where the financial tables provided by Canada allow different firm rates to be charged for a resource category during different time periods:
- (i) the rate bid must not increase by more than 5% from one time period to the next, and
- (ii) the rate bid for the same resource category during any subsequent time period must not be lower than the rate bid for the time period that includes the first month of the Initial Contract Period.

- (c) **All Costs to be Included:** The financial bid must include all costs for the requirement described in the bid solicitation for the entire Contract Period, including any option periods. The identification of all necessary equipment, software, peripherals, cabling and components required to meet the requirements of the bid solicitation and the associated costs of these items is the sole responsibility of the Bidder.
- (d) **Blank Prices:** Bidders are requested to insert "\$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the tables. If the Bidder leaves any price blank, Canada will treat the price as "\$0.00" for evaluation purposes and may request that the Bidder confirm that the price is, in fact, \$0.00. No bidder will be permitted to add or change a price as part of this confirmation. Any bidder who does not confirm that the price for a blank item is \$0.00 will be declared non-responsive.

3.4 Section III: Certifications

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

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

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

4.1.1 Phased Bid Compliance Process

4.1.1.1 General

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

THE BIDDER ACKNOWLEDGES THAT THE REVIEWS IN PHASE I AND II OF THIS PBCP ARE PRELIMINARY AND DO NOT PRECLUDE A FINDING IN PHASE III THAT THE BID IS NON-RESPONSIVE, EVEN FOR MANDATORY REQUIREMENTS WHICH WERE SUBJECT

TO REVIEW IN PHASE I OR II AND NOTWITHSTANDING THAT THE BID HAD BEEN FOUND RESPONSIVE IN SUCH EARLIER PHASE. CANADA MAY DEEM A BID TO BE NON-RESPONSIVE TO A MANDATORY REQUIREMENT AT ANY PHASE. THE BIDDER ALSO ACKNOWLEDGES THAT ITS RESPONSE TO A NOTICE OR A COMPLIANCE ASSESSMENT REPORT (CAR) (EACH DEFINED BELOW) IN PHASE I OR II MAY NOT BE SUCCESSFUL IN RENDERING ITS BID RESPONSIVE TO THE MANDATORY REQUIREMENTS THAT ARE THE SUBJECT OF THE NOTICE OR CAR, AND MAY RENDER ITS BID NON-RESPONSIVE TO OTHER MANDATORY REQUIREMENTS.

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

4.1.1.2 Phase I: Financial Bid

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

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

4.1.1.3 Phase II: Technical Bid

- (a) Canada's review at Phase II will be limited to a review of the Technical Bid to identify any instances where the Bidder has failed to meet any Eligible Mandatory Criterion. This review will not assess whether the Technical Bid meets any standard or is responsive to all solicitation requirements. Eligible Mandatory Criteria are all mandatory technical criteria that are identified in this solicitation as being subject to the PBCP. Mandatory technical criteria that are not identified in the solicitation as being subject to the PBCP, will not be evaluated until Phase III.
- (b) Canada will send a written notice to the Bidder (Compliance Assessment Report or "CAR") identifying any Eligible Mandatory Criteria that the Bid has failed to meet. A Bidder whose Bid has been found responsive to the requirements that are reviewed at Phase II will receive a CAR that states that its Bid has been found responsive to the requirements reviewed at Phase II. Such Bidder shall not be entitled to submit any response to the CAR.
- (c) A Bidder shall have the period specified in the CAR (the "Remedy Period") to remedy the failure to meet any Eligible Mandatory Criterion identified in the CAR by providing to Canada in writing additional or different information or clarification in response to the CAR. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the CAR.
- (d) The Bidder's response must address only the Eligible Mandatory Criteria listed in the CAR as not having been achieved, and must include only such information as is necessary to achieve such compliance. Any additional information provided by the Bidder which is not necessary to achieve such compliance will not be considered by Canada, except that, in those instances where such a response to the Eligible Mandatory Criteria specified in the CAR will necessarily result in a consequential change to other parts of the Bid, the Bidder shall identify such additional changes, provided that its response must not include any change to the Financial Bid.

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

4.1.1.4 Phase III: Final Evaluation of the Bid

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

4.2 Technical Evaluation

A separate technical evaluation will be conducted for each Workstream.

(a) Mandatory Technical Criteria:

- (i) Each bid will be reviewed for compliance with the mandatory requirements of the bid solicitation. Any element of the bid solicitation that is identified specifically with the words "must" or "mandatory" is a mandatory requirement. Bids that do not comply with each and every mandatory requirement will be declared non-responsive and be disqualified.
- (ii) The mandatory technical criteria are described in Attachment 4.1.

- (iii) The Phased Bid Compliance Process will apply to all mandatory technical criteria.

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

- (i) Each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly.
- (ii) The rated requirements are described in Attachment 4.2.

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

Resources will only be assessed after contract award once specific tasks are requested of the Contractor. After contract award, the Task Authorization process will be in accordance with Part 7 – Resulting Contract Clauses, the Article titled "Task Authorization". When a Task Authorization Form (TA Form) is issued, the Contractor will be requested to propose a resource to satisfy the specific requirement based on the TA Form's Statement of Work. The proposed resource will then be assessed against the criteria identified in the Contract's Statement of Work in accordance with Appendix C of Annex A.

(d) **Reference Checks:**

- (i) Whether or not to conduct reference checks is discretionary. However, if PWGSC chooses to conduct reference checks for any given mandatory requirement, it will check the references for that requirement for all bidders who have not, at that point, been found non-responsive.
- (ii) For reference checks, Canada will conduct the reference check in writing by email. Canada will send all email reference check requests to contacts supplied by all the Bidders within a 48-hour period using the email address provided in the bid. Canada will not award any points and/or a bidder will not meet the mandatory experience requirement (as applicable) unless the response is received within 5 working days of the date that Canada's email was sent.
- (iii) On the third working day after sending out the reference check request, if Canada has not received a response, Canada will notify the Bidder by email, to allow the Bidder to contact its reference directly to ensure that it responds to Canada within 5 working days. If the individual named by a Bidder is unavailable when required during the evaluation period, the Bidder may provide the name and email address of an alternate contact person from the same customer. Bidders will only be provided with this opportunity once for each customer, and only if the originally named individual is unavailable to respond (i.e., the Bidder will not be provided with an opportunity to submit the name of an alternate contact person if the original contact person indicates that he or she is unwilling or unable to respond). The 5 working days will not be extended to provide additional time for the new contact to respond.
- (iv) Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated.
- (v) Points will not be allocated and/or a bidder will not meet the mandatory experience requirement (as applicable) if (1) the reference customer states he or she is unable or unwilling to provide the information requested, or (2) the customer reference is not a customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder instead of being a customer of the Bidder itself). Nor will points be allocated or a mandatory met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Bidder.

4.3 Financial Evaluation

- (a) The financial evaluation will be conducted using the firm per diem rates provided by the responsive bid(s). A separate financial evaluation will be conducted for each Workstream.
- (b) There are two possible financial evaluation methods for this requirement. The first method will be used if three or more bids are determined responsive (see (c) Financial Evaluation - Method A below). The second method will be used if fewer than three bids are determined responsive (see (d) Financial Evaluation - Method B below).
- (c) **Financial Evaluation - Method A:** The following financial evaluation method will be used if three or more bids are determined responsive:
- (i) **STEP 1 - ESTABLISHING THE LOWER AND UPPER MEDIAN BAND LIMITS FOR EACH PERIOD AND EACH RESOURCE CATEGORY:** The Contracting Authority will establish, for each period and each Resource Category of each Workstream, the median band limits based on the firm per diem rates provided by the technically responsive bids. For each such Resource Category the median will be calculated using the median function in Microsoft Excel and will represent a range that encompasses any rate to a value of minus (-) 10% of the median, and an upper median rate to a value of plus (+) 30% of the median. When an even number of technically responsive bids have been determined, an average of the middle two rates will be used to calculate the median band limits and for an odd number of technically responsive bids, the middle rate will be used.
 - (ii) **STEP 2 - POINTS ALLOCATION:** For each period and each Resource Category of each Workstream points will be allocated as follows:
 - (A) A Bidder's proposed firm per diem rate that is either lower than the established lower median band limit or higher than the established upper median band limit for that period and Resource Category will be allocated 0 points.
 - (B) A Bidder's proposed firm per diem rate falling within the upper and lower median band limits, for that period and Resource Category, will be allocated points using the following calculation, which will be rounded to two decimal places:

$$\frac{\text{Lowest proposed firm per diem rate within the median band limits}}{\text{Bidder's proposed firm per diem rate within the median band limits}} \times \text{Maximum Points Assigned at Table 1 below}$$
 - (C) A Bidder's proposed firm per diem rate falling within the established median band limits which is the lowest proposed firm per diem rate will be allocated the applicable maximum points assigned at Table 1 below.

TABLE 1 – MAXIMUM POINTS ASSIGNED WORKSTREAM 1 – BUSINESS SERVICES						
Resource Categories	Contract Period Year 1	Contract Period Year 2	Contract Period Year 3	Option Period Year 4	Option Period Year 5	Total Points
B.1 Business Analyst – Level 3	75	75	75	75	75	375
B.2 Business Architect – Level 3	75	75	75	75	75	375
B.4 Business Continuity/Disaster Recovery Specialist – Level 3	50	50	50	50	50	250
B.5 Business Process Re-engineering Consultant – Level 3	50	50	50	50	50	250
B.7 Business Transformation Architect – Level 3	75	75	75	75	75	375
B.14 Technical Writer – Level 3	25	25	25	25	25	125
TOTAL	350	350	350	350	350	1750

TABLE 1 – MAXIMUM POINTS ASSIGNED WORKSTREAM 2 – PROJECT MANAGEMENT SERVICES						
Resource Categories	Contract Period Year 1	Contract Period Year 2	Contract Period Year 3	Option Period Year 4	Option Period Year 5	Total Points
P.1 Change Management Consultant – Level 3	75	75	75	75	75	375
P.5 Project Executive – Level 3	75	75	75	75	75	375
P.9 Project Manager – Level 3	75	75	75	75	75	375
P.9 Project Manager – Release Manager – Level 3	25	25	25	25	25	125
P.10 Project Scheduler – Level 3	50	50	50	50	50	250
P.12 Risk Management Specialist – Level 3	50	50	50	50	50	250
P.13 Independent Information Technology Project Review Team Leader	50	50	50	50	50	250
P.14 Independent Information Technology Project Reviewer	50	50	50	50	50	250
TOTAL	450	450	450	450	450	2250

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

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

TABLE 2 - EXAMPLE OF A FINANCIAL EVALUATION USING METHOD A:							
Resource Category	Max. Points	Bidder 1		Bidder 2		Bidder 3	
		Year 1	Year 2	Year 1	Year 2	Year 1	Year 2
Programmer	150 (75 pts. per year)	\$400.00	\$400.00	\$420.00	\$440.00	\$450.00	\$450.00
Business Analyst	100 (50 pts. per year)	\$600.00	\$600.00	\$600.00	\$620.00	\$650.00	\$680.00
Project Manager	50 (25 pts. per year)	\$555.00	\$580.00	\$750.00	\$785.00	\$700.00	\$735.00
TOTAL	300						

STEP 1 - Establishing the lower and upper median band limits for each year and each resource category

- (Median 1) For the Programmer Resource Category, the year 1 median would be \$420.00. The lower median band limit would be \$378.00 and higher median band limit would be \$546.00.
- (Median 2) For the Programmer Resource Category, the year 2 median would be \$440.00. The lower median band limit would be \$396.00 and higher median band limit would be \$572.00.
- (Median 3) For the Business Analyst Resource Category, the year 1 median would be \$600.00. The lower median band limit would be \$540.00 and higher median band limit would be \$780.00.
- (Median 4) For the Business Analyst Resource Category, the year 2 median would be \$620.00. The lower median band limit would be \$558.00 and higher median band limit would be \$806.00.
- (Median 5) For the Project Manager Resource Category, the year 1 median would be \$700.00. The lower median band limit would be \$630.00 and higher median band limit would be \$910.00.
- (Median 6) For the Project Manager Resource Category, the year 2 median would be \$735.00. The lower median band limit would be \$661.50 and higher median band limit would be \$955.50.

STEP 2 - Points Allocation:	
Bidder 1:	
Programmer Year 1 =	75 points (lowest rate within the lower and upper median band limits)
Programmer Year 2 =	75 points (lowest rate within the lower and upper median band limits)
Business Analyst Year 1 =	50 points (lowest rate within the lower and upper median band limits)
Business Analyst Year 2 =	50 points (lowest rate within the lower and upper median band limits)
Project Manager Year 1 =	0 points (outside the lower and higher median band limits)
Project Manager Year 2 =	0 points (outside the lower and higher median band limits)
Bidder 2:	
Programmer Year 1 =	71.43 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$420.00) Multiplied by 75 pts)
Programmer Year 2 =	68.18 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$440.00) Multiplied by 75 pts)
Business Analyst Year 1 =	50 points (lowest price within the lower and upper median band limits)
Business Analyst Year 2 =	48.39 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$620.00) Multiplied by 50 pts)
Project Manager Year 1 =	23.33 points (based on the following calculation = (Lowest rate of \$700.00 / Bidder's proposed rate of \$750.00) Multiplied by 25 pts)
Project Manager Year 2 =	23.41 points (based on the following calculation = (Lowest rate of \$735.00 / Bidder's proposed rate of \$785.00) Multiplied by 25 pts)
Bidder 3:	
Programmer Year 1 =	66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) Multiplied by 75 pts)
Programmer Year 2 =	66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) Multiplied by 75 pts)
Business Analyst Year 1 =	46.15 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$650.00) Multiplied by 50 pts)
Business Analyst Year 2 =	44.12 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$680.00) Multiplied by 50 pts)
Project Manager Year 1 =	25 points (lowest price within the lower and upper median band limits)
Project Manager Year 2 =	25 points (lowest price within the lower and upper median band limits)
STEP 3 - Financial Score:	
Bidder 1:	75 + 75 + 50 + 50 + 0 + 0 = Total Financial Score of 250 points out of a possible 300 points
Bidder 2:	71.43 + 68.18 + 50 + 48.39 + 23.33 + 23.41 = Total Financial Score of 284.74 points out of a possible 300 points
Bidder 3:	66.67 + 66.67 + 46.15 + 44.12 + 25 + 25 = Total Financial Score of 273.61 points out of a possible 300 points

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

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

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

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

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

TABLE 3 – MAXIMUM POINTS ASSIGNED WORKSTREAM 1 – BUSINESS SERVICES						
Resource Categories	Contract Period Year 1	Contract Period Year 2	Contract Period Year 3	Option Period Year 4	Option Period Year 5	Total Points
B.1 Business Analyst – Level 3	75	75	75	75	75	375
B.2 Business Architect – Level 3	75	75	75	75	75	375
B.4 Business Continuity/Disaster Recovery Specialist – Level 3	50	50	50	50	50	250
B.5 Business Process Re- engineering Consultant – Level 3	50	50	50	50	50	250
B.7 Business Transformation Architect – Level 3	75	75	75	75	75	375
B.14 Technical Writer – Level 3	25	25	25	25	25	125
TOTAL	350	350	350	350	350	1750

TABLE 3 – MAXIMUM POINTS ASSIGNED WORKSTREAM 2 – PROJECT MANAGEMENT SERVICES						
Resource Categories	Contract Period Year 1	Contract Period Year 2	Contract Period Year 3	Option Period Year 4	Option Period Year 5	Total Points
P.1 Change Management Consultant – Level 3	75	75	75	75	75	375
P.5 Project Executive – Level 3	75	75	75	75	75	375
P.9 Project Manager – Level 3	75	75	75	75	75	375
P.9 Project Manager – Release Manager – Level 3	25	25	25	25	25	125
P.10 Project Scheduler – Level 3	50	50	50	50	50	250
P.12 Risk Management Specialist – Level 3	50	50	50	50	50	250
P.13 Independent Information Technology Project Review Team Leader	50	50	50	50	50	250
P.14 Independent Information Technology Project Reviewer	50	50	50	50	50	250
TOTAL	450	450	450	450	450	2250

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

(e) Substantiation of Professional Services Rates

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

- (i) an invoice (referencing a contract serial number or other unique contract identifier) that shows that the Bidder has provided and invoiced a customer (with whom the Bidder deals

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

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

4.4 Basis of Selection

- (a) **Selection Process:** The following selection process will be conducted for each Workstream:

- (i) A bid must comply with the requirements of the bid solicitation, meet all mandatory evaluation criteria and obtain the required pass marks for the point rated criteria identified in this bid solicitation to be declared responsive.
- (ii) The responsive bid that obtains the highest Total Bidder Score will be recommended for award of a contract. For any given Bidder, the greatest possible Total Technical Score is 60 while the greatest possible Total Financial Score is 40.
 - (A) Calculation of Total Technical Score: For each Workstream the Total Technical Score will be computed for each responsive bid by converting the Technical Score obtained for the point-rated technical criteria using the following formula, rounded to two decimal places:
$$\frac{\text{Technical Score}}{\text{Maximum Technical Points}} \times 60 = \text{Total Technical Score}$$
(Bidders, please refer to the maximum technical points for each Workstream at Attachment 4.2)
 - (B) Calculation of Total Financial Score: For each Workstream the Total Financial Score will be computed for each responsive bid by converting the Financial Score obtained for the financial evaluation using the following formula rounded to two decimal places:
$$\frac{\text{Financial Score}}{\text{Total Maximum Points Assigned}} \times 40 = \text{Total Financial Score}$$
(Bidders, please refer to the total maximum points assigned for each Workstream at Attachment 4.2).

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

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

- (iii) In the event of identical Total Bidder Scores occurring within a given Workstream, then the bid with the highest Total Technical Score will become the top-ranked bidder.
- (b) Bidders should note that all contract awards are subject to Canada's internal approvals process, which includes a requirement to approve funding in the amount of any proposed contract. Despite the fact that the Bidder may have been recommended for contract award, a contract will only be awarded if internal approval is granted according to Canada's internal policies. If approval is not granted, no contract will be awarded.

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

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

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

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

5.1 Certifications Precedent to Contract Award and Additional Information

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

(a) Federal Contractors Program for Employment Equity - Bid Certification

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

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed Attachment 5.1, Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed Attachment Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

(b) Set-aside for Aboriginal Business

- (i) This procurement is set aside for Aboriginal business under the federal government Set-aside Program for Aboriginal Business. Bidders must complete and sign the certification entitled "Certification Requirements for the Set-aside Program for Aboriginal Business" attached as Attachment 5.2 Set-Aside for Aboriginal Business - Certification.
- (ii) By executing the certification, the Bidder warrants that it is an Aboriginal business as defined in the Set-aside Program for Aboriginal Business.
- (iii) SACC Manual clause A3001T (2014-11-27) Owner/Employee Certification – Set-aside for Aboriginal Business applies.

(c) Canadian Content Certification

(i) SACC Manual Clause A3050T (2018-12-06) Canadian Content Definition.

(ii) Canadian Content Certification:

This procurement is conditionally limited to Canadian services.

Subject to the evaluation procedures contained in the bid solicitation, bidders acknowledge that only bids with a certification that the service offered is a Canadian service, as defined in clause [A3050T](#), may be considered.

Failure to provide this certification completed with the bid will result in the service offered being treated as a non-Canadian service.

The Bidder certifies that:

() the service offered is a Canadian service as defined in paragraph 2 of clause [A3050T](#).

Bidders must complete and sign the certification entitled "Canadian Content Certification" attached as Attachment 5.3 Canadian Content Certification

(d) Submission of Only One Bid

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

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirement

- (a) Before award of a contract, the following condition must be met:
 - (i) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
- (b) Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful Bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.
- (c) For additional information on security requirements, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.
- (d) In the case of a joint venture bidder, each member of the joint venture must meet the security requirements.

6.2 Financial Capability

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

PART 7 - RESULTING CONTRACT CLAUSES

Note to Bidders: Any resulting contract would only list the applicable Workstream(s) above that are awarded to the successful bidder(s) in accordance with the evaluation methodology set out in this bid solicitation.

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

7.1 Requirement

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

7.2 Task Authorization

- (a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Assessment of Resources Proposed at TA Stage:** Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A, B, C and D of Annex A.
- (c) **Form and Content of draft Task Authorization:**
 - (i) Canada will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Annex A.
 - (ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information:
 - (A) the task number;

- (B) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
 - (C) the categories of resources and the number required;
 - (D) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
 - (E) the start and completion dates;
 - (F) milestone dates for deliverables and payments (if applicable);
 - (G) the number of person-days of effort required;
 - (H) whether the work requires on-site activities and the location;
 - (I) the language profile of the resources required;
 - (J) the level of security clearance required of resources;
 - (K) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
 - (L) any other constraints that might affect the completion of the task.
- (d) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the ESDC COD Triage (email address to be inserted upon contract award), within two working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), confirmation that it accepts the request as well as confirmation that within an additional three working days, it will submit the following:
- (i) the total estimated cost proposed for performing the task or, as applicable, revised task;
 - (ii) a breakdown of that cost established in accordance with the Basis of Payment; and
 - (iii) for each resource proposed by the Contractor for the performance of the Work required:
 - the proposed resource in accordance with Appendix A to Annex A;
 - the resume of the proposed resource;
 - the signed Appendix D to Annex A;
 - the proposed resource's PWGSC Security Clearance File Number and date of birth.

The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.

- (e) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**
- (i) To be validly issued, a TA must include the following signatures:
 - (A) for any TA, inclusive of revisions, with a value less than or equal to \$400,000.00 (excluding Applicable Taxes), the TA must be signed by:
 - (1) the Project Authority; and
 - (2) the ESDC Procurement Representative; and
 - (3) the Contractor.
 - (B) for any TA, inclusive of revisions, with a value greater than this amount, a TA must include the following signatures:
 - (1) the Project Authority; and

- (2) the ESDC Procurement Representative; and
- (3) the Contracting Authority; and
- (4) the Contractor.

Any TA that does not bear the appropriate signatures is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's ability to issue TAs at any time, or reduce the dollar value threshold described in sub-article (A) above; any suspension or reduction notice is effective upon receipt.

(f) **Periodic Usage Reports:**

- (i) The Contractor must compile and maintain records on its provision of services to the federal government under Task Authorizations validly issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.

- (ii) The quarterly periods are defined as follows:

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

The data must be submitted to the Contracting Authority no later than 10 calendar days after the end of the reporting period.

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

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

- (iv) Each report must also contain the following cumulative information for all the validly issued TAs (as amended):

- (A) the amount, exclusive of Applicable Taxes, specified in the Contract (as last amended, as applicable) as Canada's total liability to the Contractor for all validly issued TA's; and

- (B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TA's.
- (g) **Consolidation of TAs for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TAs for administrative purposes.

7.3 Minimum Work Guarantee

- (a) In this clause,
- (i) **"Maximum Contract Value"** means the amount specified in the **"Limitation of Expenditure"** clause set out in the Contract; and
- (ii) **"Minimum Contract Value"** means \$20,000.00 (excluding Applicable Taxes).
- (b) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
- (c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- (d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract
- (i) for default;
- (ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
- (iii) for convenience within ten business days of Contract award.

7.4 Standard Clauses and Conditions

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

(a) **General Conditions:**

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

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

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

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

(b) **Supplemental General Conditions:**

The following Supplemental General Conditions:

- (i) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

apply to and form part of the Contract.

7.5 Security Requirement

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

- (a) The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of secret, issued by the Canadian Industrial Security Directorate (CISD), Public Services and Procurement Canada (PSPC)
- (b) The Contractor personnel requiring access to protected/classified information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **RELIABILITY status, confidential** or **secret** as required, granted or approved by CISD/PSPC
- (c) The Contractor must not remove any protected/classified information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction
- (d) Subcontracts which contain security requirements are not to be awarded without the prior written permission of CISD/PSPC
- (e) The Contractor must comply with the provisions of the:
- (i) Security Requirements Check List and security guide (if applicable), attached at Annex C;
 - (ii) Industrial Security Manual (Latest Edition).

7.6 Contract Period

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

7.7 Authorities

(a) Contracting Authority

The Contracting Authority for the Contract is:

Gail Cook
Public Works and Government Services Canada
Acquisitions Program
Professional Services Procurement Directorate
10 Wellington St., 4th Floor
Les Terrasses de la Chaudière
Gatineau, Québec K1A 0S5

Telephone: 613-858-9369
E-mail address: gail.cook@tpsgc-pwgsc.gc.ca

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

(b) Project Authority

The Project Authority for the Contract is:

TO BE INSERTED UPON CONTRACT AWARD

The Project 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 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,

(c) ESDC Procurement Representative

The ESDC Procurement Representative is:

TO BE INSERTED UPON CONTRACT AWARD

The ESDCC Procurement Representative 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 administrative aspects of the Work under the Contract, communication with PWGSC Contracting Authority on all matters concerning the Contract, procurement initiation authority, and providing PWGSC reports on Contract utilization. Technical matters may be discussed with the ESDC Procurement Representative; however, the ESDC Procurement Representative 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.

(d) Contractor's Representative

The Contractor's Representative is:

TO BE INSERTED UPON CONTRACT AWARD

7.8 Proactive Disclosure of Contracts with Former Public Servants

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

7.9 Payment

(a) Basis of Payment

- (i) **Professional Services provided under a Task Authorization with a Maximum Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- (ii) **Travel and Living Expenses – National Joint Council Travel Directive:** The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal and private vehicle expenses provided in Appendices B, C and D of the National Joint Council 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 Project Authority. Travel requests will only be considered for a work location which is located more than 100 kilometers from the National Capital Region. The Contractor will be paid for actual time spent travelling at half the hourly rate. The hourly rate will be determined by dividing the firm per diem rate set out in Annex B by 7.5 hours. All payments are subject to government audit.
- (iii) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.
- (iv) **Contractor’s Firm Per Diem Rates:** The Contractor agrees that the rates set out in Annex B remain firm throughout the Contract Period, except as may be provided for in the express terms of the contract. In reference to Article 18(1) of SACC General Conditions 2035, the Contractor acknowledges that its obligation to provide services in accordance with the firm rates set out in Annex B is unaffected by the application of any existing law or any new law which may come into effect during the Contract Period.
- (v) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the general conditions, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.

(b) **Limitation of Expenditure – Cumulative Total of all Task Authorizations**

- (i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the amount set out on page 1 of the Contract, less any Applicable taxes. With respect to the amount set out on page 1 of the Contract, Customs duties are included and Applicable Taxes are included
- (ii) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- (iii) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
 - (A) when it is 75 percent committed, or
 - (B) 4 months before the contract expiry date, or
 - (C) As soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
- (i) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.

(c) **Method of Payment for Task Authorizations with a Maximum Price:** For each Task Authorization validly issued under the Contract that contains a maximum price:

- (i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.
- (ii) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA, all of which is required to be performed for the maximum TA price. If the work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA price, Canada is only required to pay for the time spent performing the work related to that TA.

(d) **Time Verification**

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

(e) **Payment Credits**

(i) **Failure to Provide Resource:**

- (A) If the Contractor does not provide a required professional services resource that has all the required qualifications within the time prescribed by the Contract, the Contractor must credit to Canada an amount equal to the per diem rate (based on a 7.5-hour workday) of the required resource for each day (or partial day) of delay in providing the resource, up to a maximum of 10 days.
- (B) **Corrective Measures:** If credits are payable under this Article for two consecutive months or for three months in any 12-month period, the Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority and 20 working days to rectify the underlying problem.

(C) **Termination for Failure to Meet Availability Level:** In addition to any other rights it has under the Contract, Canada may terminate the Contract for default in accordance with the General Conditions by giving the Contractor three months' written notice of its intent, if any of the following apply:

- (1) the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or
- (2) the corrective measures required of the Contractor described above are not met.

This termination will be effective when the three month notice period expires, unless Canada determines that the Contractor has implemented the corrective measures to Canada's satisfaction during those three months.

(ii) **Credits Apply during Entire Contract Period:** The Parties agree that the credits apply throughout the Contract Period.

(iii) **Credits represent Liquidated Damages:** The Parties agree that the credits are liquidated damages and represent their best pre-estimate of the loss to Canada in the event of the applicable failure. No credit is intended to be, nor will it be construed as, a penalty.

(iv) **Canada's Right to Obtain Payment:** The Parties agree that these credits are a liquidated debt. To collect the credits, Canada has the right to hold back, draw back, deduct or set off from and against any money Canada owes to the Contractor from time to time.

(v) **Canada's Rights & Remedies not Limited:** The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the Contract (including the right to terminate the Contract for default) or under the law generally.

(vi) **Audit Rights:** The Contractor's calculation of credits under the Contract is subject to verification by government audit, at the Contracting Authority's discretion, before or after payment is made to the Contractor. The Contractor must cooperate fully with Canada during the conduct of any audit by providing Canada with access to any records and systems that Canada considers necessary to ensure that all credits have been accurately credited to Canada in the Contractor's invoices. If an audit demonstrates that past invoices contained errors in the calculation of the credits, the Contractor must pay to Canada the amount the audit reveals was required to be credited to Canada, plus interest, from the date Canada remitted the excess payment until the date of the refund (the interest rate is the Bank of Canada's discount annual rate of interest in effect on the date the credit was first owed to Canada, plus 1.25% per year). If, as a result of conducting an audit, Canada determines that the Contractor's records or systems for identifying, calculating or recording the credits are inadequate, the Contractor must implement any additional measures required by the Contracting Authority.

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

(i) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.

(ii) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises

7.10 Invoicing Instructions

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

7.11 Certifications and Additional Information

- (a) Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, any TA quotation and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire Contract Period.
- (b) **SACC Manual Clauses**
 - (i) SACC Manual Clause A3000C (2014-11-27), Aboriginal Business Certification
 - (ii) SACC Manual Clause A3060C (2008-05-12), Canadian Content Certification

7.12 Federal Contractors Program for Employment Equity - Default by Contractor

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

7.13 Applicable Laws

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

7.14 Priority of Documents

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

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental General Conditions, in the following order:
 - (i) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;
- (c) General Conditions 2035 (2018-06-21), Higher Complexity - Services;
- (d) Annex A Statement of Work, including its Appendices as follows:
 - (i) Appendix A to Annex A - Tasking Assessment Procedure;
 - (ii) Appendix B to Annex A - Task Authorization (TA) Form;

- (iii) Appendix C to Annex A - Resource Assessment Criteria and Response Table;
- (iv) Appendix D to Annex A - Certifications at the TA stage;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (i) Appendix A to Annex C – Security Classification Guide
- (g) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any); and
- (h) the Contractor's bid dated _____ (**TO BE INSERTED UPON CONTRACT AWARD**), as clarified on "or" as amended _____ (**TO BE INSERTED UPON CONTRACT AWARD**), if applicable.

7.15 Foreign Nationals (Canadian Contractor)

- (a) SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor)

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

7.16 Foreign Nationals (Foreign Contractor)

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

7.17 Insurance Requirements

(a) Compliance with Insurance Requirements

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

(b) Commercial General Liability Insurance

- (i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
- (ii) The Commercial General Liability policy must include the following:

-
- (A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
 - (B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
 - (C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
 - (D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
 - (E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
 - (F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
 - (G) Employees and, if applicable, Volunteers must be included as Additional Insured.
 - (H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
 - (I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
 - (J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
 - (K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
 - (L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
 - (M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.
- (c) **Errors and Omissions Liability Insurance**
- (i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
 - (ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
 - (iii) The following endorsement must be included:
-

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

7.18 Limitation of Liability - Information Management/Information Technology

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

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.

- (vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

(c) **Third Party Claims:**

- (i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.
- (ii) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- (iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

7.19 Joint Venture Contractor

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

- (f) The Contractor acknowledges that all security and controlled goods requirements in the Contract, if any, apply to each member of the joint venture Contractor.

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

7.20 Professional Services - General

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

Replacement of Specific Individuals

- (i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of having this knowledge, the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
- (A) the name, qualifications and experience of a proposed replacement immediately available for Work; and
 - (B) security information on the proposed replacement as specified by Canada, if applicable.
- The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.
- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
- (A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or
 - (B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be assessed by the Project Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

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

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

7.21 Safeguarding Electronic Media

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

7.22 Representations and Warranties

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

7.23 Access to Canada's Property and Facilities

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

7.24 Implementation

Implementation of Professional Services: If similar professional services are currently being provided by another supplier or by Canada's own personnel, the Contractor is responsible for ensuring that the transition to the professional services it provides under the Contract is completed in a way that does not disrupt Canada's operations or users, and does not result in any interim degradation to the timeliness or quality of service. The Contractor is solely responsible for any additional training required by its resources to perform the Work, and time spent by resources on that training or becoming familiar with the Client's environment must not be charged to Canada. The transition will be considered complete once the Contractor has demonstrated, to the satisfaction of the Project Authority that it is ready and able to carry out the Work. The transition must be complete by no later than 10 working days after the Contract is awarded. All costs associated with establishing itself to provide the professional services are the responsibility of the Contractor.

7.25 Identification Protocol Responsibilities

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

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

ANNEX A
STATEMENT OF WORK
WORKSTREAM 1 - BUSINESS SERVICES

Note to Bidders: A Word version of this document is available by sending a request by email to gail.cook@tpsgc-pwgsc.gc.ca

1. BACKGROUND

Employment and Social Development Canada (ESDC) has a requirement for an “as and when requested” contract that satisfies the need for Business Services resources to be readily available for implementation into various projects while accommodating project and/or initiative time constraints. These Business Services resources will be utilized directly in support of project management offices, especially during the initiation and project definition phases of various projects – this includes development of proposed architecture and business requirements.

Although it is anticipated that the majority of the resources will be required on a full-time basis, the actual requirement for all resources will be identified through an approved Task Authorization. The estimated levels of effort for each resource category may vary throughout the duration of the Contract.

2. OBJECTIVES

In support of the ESDC projects, the objectives of this requirement are to acquire the services of resources in order to support project management teams with business services. The team will be comprised of the following resource categories: 71

Resource Category	Level of Expertise
B.1 Business Analyst	3
B.2 Business Architect	3
B.4 Business Continuity/Disaster Recovery Specialist	3
B.5 Business Process Re-engineering Consultant	3
B.7 Business Transformation Architect	3
B.14 Technical Writer	3

These resources will supplement existing project teams and provide the necessary project definition support including development of business cases and other supporting documentation.

3. RESOURCE CATEGORIES

3.1 B.1 Business Analyst (Level 3)

ESDC requires the services of Business Analysts (Level 3) to support the ESDC projects. The focus for the Business Analyst (Level 3) must be on documenting business requirements, participating in the development of functional specifications, reviewing design documents, creating use cases, creating user acceptance test case scenarios, and executing User Acceptance Testing (UAT). The Business Analyst (Level 3) must provide overall advice on all matters associated with the specific project identified in the Task Authorization.

3.1.1 Tasks

Working with a team of departmental staff, the Project Management Office (PMO), and project managers, the Business Analyst (Level 3) must provide business analysis support for the ESDC project and the Business Architect (Level 3). The Business Analyst (Level 3) must serve as the conduit between the business community (internal and external clients) and the software development team through which requirements flow. The Business Analyst (Level 3) tasks include, but are not limited to:

- (a) Conduct a quality review and document the business requirements;
- (b) Identify gaps in business requirements and provide recommendations to the Business Architect (Level 3);
- (c) Identify opportunities for organizational improvement;
- (d) Elicit requirements using interviews, document analysis, requirements workshops, surveys, site visits, business process descriptions, use cases, scenarios, business analysis, task and workflow analysis;
- (e) Facilitate group sessions to identify requirements;
- (f) Critically evaluate information gathered from multiple sources, reconcile conflicts, decompose high-level information into details, abstract up from low-level information to a general understanding, and distinguish user requests from the underlying true business needs;
- (g) Communicate and collaborate with external and internal clients to analyze information needs and functional requirements and deliver the following artifacts as needed:
 - i. Functional requirements;
 - ii. Business requirements document;
 - iii. Use cases, graphical user interface (GUI), screen and interface designs;
- (h) Work independently with users to define concepts with assistance from project managers;
- (i) Challenge business units on their assumptions of how they will successfully execute their plans;
- (j) Prepare a business analysis and a work flow analysis to assess difficulties in reaching goals and to determine a better strategy;
- (k) Provide support in the analysis, evaluation and control of risks, especially related to requirements;
- (l) Review and update documentation that may include, road map, project descriptions, system documentation, business/functional requirements, as-is business processes, architecture documents;
- (m) Document the business and business process requirements, using the departmental Business Process Requirement (BPR) template, for components of the assigned ESDC project, using natural (plain) language;
- (n) Participate in the development of the technical functional specification by collaborating with the Business Architect (Level 3), developers and subject matter experts to establish the technical vision and analyze tradeoffs between usability and performance needs;
- (o) Participate in the review of the design documents;
- (p) Update the requirements traceability matrix;
- (q) Capture relevant information in the traceability matrix for each assigned project within the project, identifying gaps and provide recommendations to the Business Architect (Level 3);

- (r) Document UAT test case scenarios and document results;
- (s) Create user acceptance test case scenarios and obtain approval from the Business Architect (Level 3);
- (t) Execute test cases, document and present findings to the Business Architect (Level 3) and project team;
- (u) Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project; and
- (v) Maintain all project artifacts as per established document management requirements for the department and Treasury Board (TB) policy.

3.1.2 Deliverables

The Business Analyst (Level 3) must submit the following deliverables to the Project Authority:

- (a) A status report on a bi-weekly basis, documenting the progress of the work described above in Tasks, including difficulties which may affect overall schedule and planned tasks for the next reporting period. The status report must include:
 - (i) Activities completed within the reporting period;
 - (ii) Planned activities for the next reporting period;
 - (iii) Risks/issues that will require the attention of the Business Architect (Level 3) and Project Authority; and
 - (iv) Corrective actions required.
- (b) Documentation, development and delivery of the business process flows for each major business activity.

3.2 B.2 Business Architect (Level 3)

The ESDC requires the services of Business Architects (Level 3) to document the business architecture in support of ESDC major projects as identified in each Task Authorization. The focus will be on defining the business architecture for the project in order to provide a common, simplified and standardized business framework so that processes can be streamlined, automated, and managed. The Business Architect (Level 3) must work closely with the Business Analysts (Level 3), enterprise architects, and counterparts in the Innovation and Information Technology Branch. The Business Architect (Level 3) must provide overall advice on all matters associated with business architecture with the specific project identified in the Task Authorization.

A complete business architecture must include the following:

- (a) A clearly articulated set of goals;
- (b) A model that shows what the program looks like within its environment, including what interactions the program offers to its clients and suppliers;
- (c) A model that shows how the program needs to operate as a set of processes in order to support the interactions it exposes externally;
- (d) An understanding of the mandatory and appropriate communications between the program and its environment as well as internal communications that are relevant and important; and

- (e) An understanding of all the information, in the form of business entities that the program cares about as well as the interrelationships between program entities.

The services provided by the Business Architect (Level 3) are divided in several views. Each view will describe an aspect of the entire business. Below are the architectural views that must be part of the business architecture deliverable:

- (a) Goals View: documents the main goals of the project (including associated programs);
- (b) Facades View: documents how the project presents itself to key stakeholders (e.g. clients, suppliers, regulatory bodies, etc.) This should include an organizational view which defines roles, responsibilities and business context. It describes the business itself (the internal organization);
- (c) Communications View: the flow of information for the main interactions both externally and internally;
- (d) Processes View: documents processes that are internal to the project. These represent central capabilities of the business or have a substantial coverage of the business;
- (e) Business Entities View: documents what is manipulated, stored, and acted upon by the program and how these things relate;
- (f) Human Resource View: describes how the organization will prepare for change, i.e. where staff is located, where work will be done, required tools and skill sets;
- (g) Geographic View: describes the locations of the business units and other organizational entities (i.e. call contact centers) as well as how the organization will be affected by the business process change;
- (h) Architectural Drivers: defines the architectural goals and constraints. This would include such things as business challenges, strategic outcomes, operating performance requirements, quality, extensibility and portability targets; and
- (i) Architectural Trade-offs: describes how the architectural drivers will be realized and recommends optimal solutions in the case of conflicting drivers.

3.2.1 Assumptions

The following provides a list of current assumptions that have been factored into this Statement of Work and the associated planning to successfully document the business architecture. It should be noted that each project may involve additional assumptions. The current assumptions are:

- (a) The views created and focus of the business architecture will be to advance the projects and therefore the number of views and level of detail within the views may vary, depending on the specific requirement and intended use;
- (b) Build the business architecture on the future state (to be) model;
- (c) Build the architecture from a top-down approach;
- (d) Build the architecture based on a tailored Rational Unified Process (RUP) methodology; and
- (e) The architecture will be consistent with the Government Service Reference Model (GSRM).

3.2.2 Tasks

Working with a team of departmental staff, the PMO, and project managers, the Business Architect (Level 3) must provide business analysis and architecture support for the ESDC projects. In particular, the Business Architect (Level 3) tasks include, but are not limited to:

-
- (a) Conduct an assessment of relevant current business architecture, processes and performance as it relates to the assigned projects;
 - (b) Review existing documentation that may include, road maps, project descriptions, system documentation, business and functional requirements, "as-is" business processes and architecture documents;
 - (c) Document the "as-is" business architecture to be used as a baseline and to identify root-cause of critical business issues;
 - (d) Confirm the scope and requirement of the business architecture;
 - (e) Apply a structured business architecture approach and methodology for capturing the key views of the business unit in the context of the enterprise;
 - (f) Determine framework and approach to document the business architecture;
 - (g) Define and document the architectural views identified for future state;
 - (h) Ensure consistency and integration with the organization's and government architectures and business strategies;
 - (i) Identify appropriate tools and techniques to be used for modeling and analysis;
 - (j) Evaluate the feasibility of the architecture and technologies related to a new business change, assist in the prioritization and design of improvements from an architectural perspective;
 - (k) Advise senior management on business trends and the emerging technologies being deployed and their potential impact on the organization's and/or government architectures and business strategies;
 - (l) Capture the tactical and strategic business goals that provide traceability through the organization and are mapped to metrics that provide ongoing governance;
 - (m) Describe the primary business functions of the assigned business unit in the context of the enterprise and distinguish between customer-facing, supplier-related, business execution and business management functions;
 - (n) Enumerate, analyze, catalog, and suggest improvements to the strategic, core and support processes of the business unit, as needed, to support strategic and operational goals;
 - (o) Define the data elements shared between this business unit and other units in the enterprise and the relationships between those data elements and processes, people, systems, and other data elements;
 - (p) Enumerate, analyze, and suggest improvements to the structural relationships of the business. This requires the creation and maintenance of an ongoing model of roles, capabilities and business units, the decomposition of those business units into subunits, and the interplay between these units in various business processes, materials, people, and systems;
 - (q) Determine the architectural artifacts required to be created, maintained and stored aligning business architecture artifacts with IT architecture artifacts;
 - (r) Develop recommendations and establish standards to document business processes and business requirements for these projects and align with departmental practices and standards;
 - (s) Build a requirements traceability matrix to ensure it meets the business need;
 - (t) Perform business analysis of functional requirements to identify information, processes, and procedures in order to ensure system and manual processes are documented in an integrated manner;
-

- (u) Develop rules that allow the organization to carry out its mandate, functional responsibilities, and that govern the actual and planned capabilities in terms of data, human resources, communication and management responsibilities;
- (v) Identify risks and mitigation strategies associated with the existing or proposed architecture and technologies;
- (w) Conduct gap analysis on business processes and recommend action plans;
- (x) Prioritize and develop work plans to address gaps, recommending alternative solutions, methodologies and strategies;
- (y) Recommend changes to improve operational performance;
- (z) Provide expert advice in developing and integrating processes and information models between processes to eliminate information and process redundancies and address gaps;
- (aa) Transfer functional and technical knowledge to the project team and client staff through individual and group training, coaching, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project; and
- (ab) Maintain all project artifacts as per established document management requirements for the department and TB policy.

3.2.3 Deliverables

The Business Architect (Level 3) must submit the following deliverables to the Project Authority:

- (a) Development and delivery of work plan;
- (b) A status report on a bi-weekly basis, documenting the progress of the work described in the work plan and above in Tasks, including difficulties which may affect overall schedule and planned tasks for the next reporting period. The status report must include;
 - (i) Activities completed within the reporting period;
 - (ii) Planned activities for the next reporting period;
 - (iii) Risks/issues that will require the attention of the Project Authority; and
 - (iv) Corrective actions required.
- (c) Development of all business architecture artifacts based on the architectural views using agreed to format and notation standard;
- (d) Prepare a report on current gaps, results of prioritization, the rationale for and recommended implementation of architectural improvements. The report must include a costed implementation plan;
- (e) Completion of the departmental business requirements template and development and delivery of any supporting business process template(s);
- (f) Documentation and delivery of the future state business process for each major business activity;
- (g) Authoring of ad hoc reports for management, as requested by the Project Authority; and
- (h) Development and delivery of the traceability matrix framework which will trace business services, business activities to business needs.

3.3 B.4 Business Continuity/Disaster Recovery Specialist (Level 3)

ESDC requires the services of Business Continuity/Disaster Recovery Specialists (Level 3) in support of ESDC major projects as identified in each Task Authorization. The focus will be on developing and implementing business and technology work plans in the event of a disaster resulting in disablement of ESDC production systems and business processes. The Business Continuity/Disaster Recovery Specialist (Level 3) must provide advice on all matters associated to business continuity/disaster recovery with the specific project identified in the Task Authorization.

3.3.1 Tasks

Working with the project team, IT Subject Matter Experts (SMEs) and business SMEs, the Business Continuity/Disaster Recovery Specialist (Level 3) must perform the following tasks which include but are not limited to:

- (a) Analyze impact on, and risk to, essential business functions or information systems to identify acceptable recovery time periods and resource requirements;
- (b) Create business continuity and disaster recovery plans from impact and risk analysis, and obtain signoff from Project Authority;
- (c) Create and administer training and awareness presentations or materials;
- (d) Create scenarios to re-establish operations from various types of business disruptions;
- (e) Develop emergency management plans for recovery decision making and communications, continuity of critical departmental processes, or temporary shut-down of non-critical operations to ensure continuity of operation and governance;
- (f) Establish, maintain, and test call trees to ensure appropriate communication during disaster;
- (g) Identify opportunities for strategic improvement or mitigation of business interruption and other risks caused by business, regulatory, or policy changes;
- (h) Interpret enterprise requirements of disaster recovery to ensure compliance to ESDC and TB standards;
- (i) Maintain all project artifacts as per established document management requirements for the department and TB policy; and
- (j) Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project.

3.3.2 Deliverables

The Business Continuity/Disaster Recovery Specialist (Level 3) must provide the following deliverables:

- (a) Document outlining essential business functions, acceptable recovery time periods, rationale, and resource requirements for disaster recovery;
- (b) Business continuity / disaster recovery plan including known risks and mitigation strategies, compliant with ESDC and TB policies and regulations;
- (c) Report summarizing testing activities, including description of goals, planning, scheduling, execution, results, analysis, conclusions, and recommendations;
- (d) Training and communication materials based on the business continuity / disaster recovery plan; and
- (e) Call trees in the event of disaster recovery.

3.4 B.5 Business Process Re-engineering Consultant (Level 3)

ESDC requires the services of Business Process Re-engineering Consultants (Level 3) to document current and future state business processes in support of major projects as identified in each Task Authorization. The focus will be on defining current state process, identifying potential processes for streamlining, and providing a future state streamlined process. The Business Process Re-engineering Consultant (Level 3) must work closely with project authorities, business leads, and the project team to identify and outline processes, provide advice on business requirements and implementation plans. The Business Process Re-engineering Consultant (Level 3) must provide overall advice on all business process re-engineering matters associated with the specific project identified in the Task Authorization.

3.4.1 Tasks

Working with the project team, IT SMEs and business SMEs, the Business Process Re-engineering Consultant (Level 3) must perform the following tasks, which include but are not limited to:

- (a) Review existing business processes and identify potential processes for streamlining;
- (b) Provide recommendations on to be processes based on analysis of current processes and business needs;
- (c) Work with the project team, business leads, and IT leads to identify opportunities for streamlining;
- (d) Provide expert advice on business requirements, data flows, process design, and efficiencies to be gained through various process and workflow scenarios;
- (e) Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project; and
- (f) Maintain all project artifacts as per established document management requirements for the department and TB policy.

3.4.2 Deliverables

The Business Process Re-engineering Consultant (Level 3) must submit the following deliverables to the Project Authority:

- (a) Document outlining work plan based on initial analysis;
- (b) Document current business processes and work flows using ESDC tools and systems;
- (c) Document outlining to be processes and work flows using ESDC tools and systems;
- (d) Document implementation plan based on analysis;
- (e) Document associated risks and mitigation strategies for proposed implementation plan; and
- (f) Store all documentation in the project information repository in accordance with ESDC information management standards and policies.

3.5 B.7 Business Transformation Architect (Level 3)

ESDC requires the services of Business Transformation Architects (Level 3) to provide leadership and support in the development of business transformation design and architecture related to the business processes affected by the projects outlined in specific Task Authorizations.

3.5.1 Tasks

The Business Transformation Architect (Level 3) tasks include, but are not limited to:

- (a) Lead the business transformation architecture activities;
- (b) Assist in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
- (c) Analyze and develop architecture requirements design, process development, process mapping and training;
- (d) Identify business transformation risks and provide issue management and risk mitigation strategies;
- (e) Optimize business transformation approaches based on evolving business needs and technology capabilities;
- (f) Perform fit-gap analysis;
- (g) Develop and deliver business transformation alignment/architecture presentations to senior management; and
- (h) Provide knowledge transfer, coaching and/or training to ESDC staff as required.

3.5.2 Deliverables

The Business Transformation Architect (Level 3) must submit the following deliverables to the Project Authority:

- (a) Assess the feasibility of migrating from the current state (as is) to the target business state (to be);
- (b) Perform architecture impact analysis on new or planned changes to architectures and designs;
- (c) Define transition steps and develop transition plan to move from current to future state;
- (d) Assist in reviewing and defining functional requirements, user interface designs and usability reviews; and
- (e) Participate in change impact analysis and change management activities

3.6 B.14 Technical Writer (Level 3)

ESDC requires the services of Technical Writers (Level 2) to provide support in the development, maintenance, organization and storage of technical documentation related to projects as outlined in specific Task Authorizations.

3.6.1 Tasks

The Technical Writer (Level 3) tasks include, but are not limited to:

- (a) Write and maintain technical documentation materials;
- (b) Organize material and complete writing assignment according to set standards regarding order, clarity, conciseness, style, and terminology;

- (c) Assess the audience for the documents/manuals which are required and prepare a statement of purpose and scope for each;
- (d) Analyze production, developmental, and experimental activities to determine operating procedure and detail;
- (e) Analyze developments in specific field to determine need for revisions in previously published materials and development of new material; and
- (f) Assist in laying out material for publication and provide translation ready documentation.

3.6.2 Deliverables

The Technical Writer (Level 3) must submit the following deliverables to the Project Authority:

- (a) Review documentation standards and the existing project documentation;
- (b) Review technical specifications and gather technical information, features and functions by collaborating with project teams and developers;
- (c) Construct walkthroughs and tailor technical information to different audiences;
- (d) Author new content for guides, manuals, release notes, web pages, etc.; and
- (e) Solicit and engage client feedback on documentation

4. FORMAT OF DELIVERABLES

All deliverables must be in Microsoft application software compatible with the ESDC departmental standards and delivered to the Project Authority by the media as specified in the Task Authorization.

5. LANGUAGE REQUIREMENTS

- 5.1 All deliverables must be submitted in the English language.
- 5.2 The Contractor personnel must be fluent in the English language. Contractor personnel must be able to communicate orally and in writing in English without any assistance and with minimal errors.

6. OPERATIONAL WORKING HOURS

- 6.1 Operational working hours will be from 07:00 to 17:30 Monday through Friday where the Contractor's resources will be expected to work 7.5 hours each day between those hours. The Contractor's resources must be available to work outside normal operational hours during the duration of the Contract. The Contractor may need to provide the resources on evenings, weekends and/or holidays. Any time worked over the number of billable hours/days in a month must be pre-approved by the Project Authority.

7. LOCATION OF WORK

The majority of the work will be completed on-site in the National Capital Region (NCR) at ESDC's various offices within that region, including both Gatineau and Ottawa sites.

8. TRAVEL REQUIREMENTS

The Contractor may be required to travel outside of the NCR, and travel may be required from time to time within the NCR.

9. DELIVERY SCHEDULE

The delivery schedule for the deliverables will be identified in each Task Authorization.

ANNEX A
STATEMENT OF WORK
WORKSTREAM 2 - PROJECT MANAGEMENT SERVICES

Note to Bidders: A Word version of this document is available by sending a request by email to gail.cook@tpsgc-pwgsc.gc.ca

1. BACKGROUND

Employment and Social Development Canada (ESDC) has a requirement for an “as and when requested” contract that satisfies the need for Project Management resources to be readily available for implementation into various projects while accommodating project and/or initiative time constraints.

Although it is anticipated that the majority of the resources will be required on a full-time basis, the actual requirement for all resources will be identified through an approved Task Authorization. The estimated levels of effort for each resource category may vary throughout the duration of the Contract.

2. OBJECTIVES

In support of the ESDC projects, the objectives of this requirement are to acquire the services of a team of resources in order to establish a Project Management Office (PMO) and provide project management support to a variety of project teams in all areas of the department. The team will be comprised of the following resource categories:

Resource Category	Level of Expertise
P.1 Change Management Consultant	3
P.5 Project Executive	3
P.9 Project Manager	3
P.9 Project Manager – Release Manager	3
P.10 Project Scheduler	3
P.12 Risk Management Specialist	3
P.13 Independent Information Technology Project Review Team Leader	3
¹ P.14 Independent Information Technology Project Reviewer	3

These resources will supplement existing project teams and provide the necessary project office support, to support project delivery.

3. RESOURCE CATEGORIES

3.1 P.1 Change Management Consultant (Level 3)

ESDC requires the services of Change Management Consultants (Level 3) to support the ESDC projects. The primary attention is to the people side of change and creating a structured change management

¹ *The Independent Information Technology Project Reviewer may **only** be used in conjunction with the services of an Independent Information Technology Project Review Team Leader.

implementation strategy so that there is consistency in adopting change for employees impacted by the change, and when appropriate the project teams. The Change Management Consultant (Level 3) must provide overall advice on all matters associated with change management associated with the specific project identified in the Task Authorization.

3.1.1 Tasks

Working with a team of departmental staff, and project managers, the Change Management Consultant (Level 3) must support ESDC projects. The Change Management Consultant (Level 3) tasks include but are not limited to:

- (a) Identify the most expected and potential points of resistance to change. Develop counter strategies to reduce the resistance and address the doubts and uncertainty surrounding the change to foster a positive acceptance of change;
- (b) Create specific change management plans with respect to training and orientation of employees for each major change/project;
- (c) Develop a detailed work plan based on the change agenda and how the various changes will need to be implemented;
- (d) Establish parameters to measure the early adoption, effective utilization and proficiency to new change initiatives for individual employees and organizational units;
- (e) Conduct an assessment of change impact and requirements;
- (f) Identify deviations in performance from the change standards and implement strategies for corrective action to achieve full organizational adoption to change;
- (g) Establish and maintain a close engagement with specialists from the HR, training and communication branches to ensure a smooth transition to change and organization-wide successful implementation of these change initiatives;
- (h) Develop a change management and communications strategy and plan for each project;
- (i) Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project; and
- (j) Maintain all project artifacts as per established document management requirements for the department and Treasury Board (TB) policy.

3.1.2 Deliverables

The Change Management Consultant (Level 3) must submit the following deliverables to the Project Authority:

- (a) A status report on a bi-weekly basis, documenting the progress of the work described in the work plan and above in Tasks, including difficulties which may affect overall schedule and planned tasks for the next reporting period. The status report must include:
 - (i) Activities completed within the reporting period;
 - (ii) Planned activities for the next reporting period; and
 - (iii) Risks/issues that will require the attention of the Project Authority;
- (b) Development and delivery of a work plan;
- (c) Interview guides and supporting workshop materials;
- (d) A change impact assessment including a comprehensive stakeholder analysis;
- (e) A change management strategy and plan including cost estimates, change implementation schedule and roles and responsibilities;

- (f) Executive and staff level presentations for regular communications and product launch purposes; and
- (g) Ad hoc presentations and reports as requested by the Project Authority and within the approved work plan.

3.2 P.5 Project Executive (Level 3)

ESDC requires the services of Project Executives (Level 3) to support the ESDC projects and project teams. The Project Executive (Level 3) must provide overall advice on all matters associated with the specific project identified in the Task Authorization.

3.2.1 Tasks

The Project Executive (Level 3) tasks include, but are not limited to the following:

- (a) Ensure the practices and processes implemented adhere to the requirements of the department's Project and Programme Management Practice (PPMP);
- (b) Ensure effective government best practices in project management, TB guidelines, and departmental management controls are observed;
- (c) Support the development of TB submissions by providing accurate program and project level details as defined by TB policy and guidance. The information is to be made available in the specified format of the department (as applicable);
- (d) Provide oversight to the active engagement of stakeholders and change management for the successful implementation of the identified projects. This includes support to communication planning and execution to ensure stakeholders and users are kept abreast of the progress, the needs to transition towards the new changes being implemented, and the adoption of its supporting technology;
- (e) Review and provide feedback in the development of project charters and project management plans in the departmental standard formats;
- (f) Recommend the readiness for approval of each project charter and project management plan;
- (g) Transfer functional and technical knowledge to the departmental project teams through individual and group training, demonstrations, written instructions, and documents on an ongoing basis throughout the life of the project; and
- (h) Maintain all project artifacts as per established document management requirements for the department and TB policy.

3.2.2 Deliverables

The Project Executive (Level 3) must submit the following deliverables to the Project Authority:

- (a) A work plan for the activities to be undertaken; and
- (b) A bi-weekly report on activities undertaken including the following:
 - (i) Activities completed within the reporting period;
 - (ii) Planned activities for the next reporting period;
 - (iii) Risks/issues that will require the attention of the Project Authority; and
 - (iv) Corrective actions required.

3.3 P.9 Project Manager (Level 3)

ESDC requires the services of Project Managers (Level 3) to provide leadership for the implementation of a variety of major projects in all ESDC branches in support of internal project teams. The Project Manager (Level 3) is required for a coordination and planning function (for example: in support of broader branch governance, or a number of projects with interdependencies) OR may also include the setting up of a larger PMO in support of a very substantial project. The Project Manager (Level 3) must provide overall advice on all matters associated with the specific project identified in the Task Authorization.

The approach for the Project Manager (Level 3) must be both consultative and iterative in nature and as such requires collaboration with all internal resources both within the branch conducting the project, the other stakeholder branches and the Innovation, Information and Technology Branch (IITB).

3.3.1 Tasks

Working with a team of departmental staff, the PMO, and project managers, the Project Manager (Level 3) must lead the implementation of a project or coordinates a number of projects, and provides overall coordination and assistance to the project managers. The Project Manager (Level 3) tasks include, but are not limited to:

- (a) Develop a PMO charter and implementation plan;
- (b) Define and document PMO team development objectives;
- (c) Determine resource requirements (HR and financial), PMO composition, roles, responsibilities and terms of reference for the team;
- (d) Design, implement and monitor operations of the project office against established goals, objectives and milestones as defined in the PMO charter and implementation plan;
- (e) Coach, mentor and direct PMO staff in project management processes (as defined by the Project Management Institute), good practices, methodologies, tools, and requirements as defined within the departmental IMP;
- (f) Develop a results based management framework with identified Key Performance Indicators (KPIs) to measure the effectiveness of the PMO and its supporting processes;
- (g) Create the data collection methodology, calculate and report on the KPIs identified in the results based management framework;
- (h) Contribute to the organization's strategic and business planning initiatives, including the directorate's operational plan, if necessary;
- (i) Develop and document project office control and reporting procedures to manage changes in the PMO implementation plan;
- (j) Develop and document control and reporting procedures and the change control process for all projects (as applicable);
- (k) Develop and document the risk and issue management processes to be used by the project;
- (l) Identify, treat, and manage risks and issues;
- (m) Establish quality control processes by which the project will be managed and must adhere to;
- (n) Monitor all aspects of the project;
- (o) Transfer functional and technical knowledge to the departmental project teams through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project; and

- (p) Maintain all project artifacts as per established document management requirements for the department and TB policy.

3.3.2 Deliverables

The Project Manager (Level 3) must submit the following deliverables to the Project Authority:

- (a) Development and delivery of a project charter;
- (b) Development and delivery of an implementation plan including sub-plans on risk management, schedule, scope, cost and time management;
- (c) Development and fully documented operational processes and practices of how the projects or set of projects will operate and guidance provided to project managers on the project management processes to deliver the identified projects consistent with the departmental requirements and which support effective senior management oversight;
- (d) A quality management framework by which each project will be managed;
- (e) A monthly reporting framework for all projects;
- (f) Establish project document management processes – consistent with TB and departmental policy requirements;
- (g) Development of a standard resource load report to be used by all project managers (as applicable by branch). This report must be designed in such a way as to identify resource loads, resource conflicts, risks, and interdependencies including but not limited to resource allocation and work analysis, and resource load so as to identify risks, gaps, conflicts, inter-dependencies not met to aid in the identification of slippage; and
- (h) A status report on a bi-weekly basis, documenting the progress of the work described above in Tasks, including difficulties which may affect overall schedule and planned tasks for the next reporting period. The status report must include:
 - (i) Activities completed within the reporting period;
 - (ii) Planned activities for the next reporting period;
 - (iii) Risks/issues that will require the attention of the Project Authority;
 - (iv) Corrective actions required; and
 - (v) Cost and schedule performance of the project and/or PMO.

3.4 P.9 Project Manager - Release Manager (Level 3)

ESDC requires the service of Project Managers (Level 3), in the role of a Release Manager. The Project Manager - Release Manager (Level 3) must work as part of a team of professionals to determine which project components will be delivered in each release, that the capabilities expected are present in the release, that they function as required, and that the testing is comprehensive so that the new and existing systems work when moved into production. The Project Manager - Release Manager (Level 3) must provide overall advice on all matters associated with project release management associated with the specific project identified in the Task Authorization.

3.4.1 Tasks

Working with a team of departmental staff, the PMO, and project managers, the Project Manager - Release Manager (Level 3) supports the project. Working with project component team leads, the Project Manager - Release Manager (Level 3) must develop a release management strategy and plan, which integrates multiple software updates and implements new products into multiple environments. The objective is to assist the program manager to establish and implement common procedures, standards

and controls to ensure smooth and consistent release management, including managing change and release tasks.

The Project Manager - Release Manager (Level 3) must plan and manage shared elements of the release, e.g. user documentation, test planning and execution. Effectively, the Project Manager - Release Manager (Level 3) must act as overall project manager for the phases of the release where the individual projects are coming together, without releasing the responsibility of any project manager to bring their projects successfully through the common project phases.

The Project Manager - Release Manager (Level 3) tasks include, but are not limited to:

- (a) Direct and manage the activities to build and maintain software releases for their promotion to the production environment, including providing direction and guidance in the establishment of a release management strategy and plan;
- (b) Coordinate the gathering of release requirements from business line group(s) and schedules the planning phase work to review and make decisions on those requests;
- (c) Lead the release negotiation and planning process whereby the release team considers candidate ESDC projects for the release and functionality to be created by those projects and makes trade-off decisions about what to include;
- (d) Assist the senior ESDC stakeholders in the management of on-going release management activities and processes by arbitrating resource issues, scope, content, and schedule between projects for the purpose of optimizing the overall release to meet the objectives of the project;
- (e) Involve stakeholders to reach agreement on release content;
- (f) Construct an overall release management schedule with milestones showing key dependencies between components of the release, key phase transitions for various components, how projects are integrated together, and shared test phases. Plan to also include resource requirements and a cost estimate for incorporation into the total cost and overall program management plan;
- (g) Work with various team leads in the creation and maintenance of the integrated release management schedule using the departmental software standards- Microsoft Project Professional and Microsoft Enterprise Project Server;
- (h) Organize component projects to implement each approved release;
- (i) Create and document the release management processes, including but not limited to the following:
 - (I) The documentation process;
 - (ii) The testing process;
 - (iii) The training processes; and
 - (iv) The change control process.
- (j) Work with the project managers to ensure on an ongoing basis that risks and issues are assessed and managed and that resource conflicts are identified and resolved;
- (k) Identify and track risks related to release management;
- (l) Document any possible deviation that may impact the deployment schedule;
- (m) Identify, track, and manage assigned issues to resolution or escalate for resolution, as appropriate;
- (n) Obtain on a weekly basis report status and issues from the project managers for projects involved in a release;

- (o) Assist the program executives and team leads to ensure that release management deliverables and deadlines fall within the established and approved program plan;
- (p) Prepare and deliver release management briefings, presentations and progress reports to senior management and steering committees;
- (q) Help individual project managers determine how to best use the ESDC project life cycle given a project's size and complexity, helping them to get maximum benefit from the process without unnecessary overhead for small projects in the release. The Project Manager - Release Manager (Level 2) and project manager must agree on what specific deliverables the release team needs from the project team;
- (r) Review the planning phase deliverables from each project to ensure there is no missing information in order to assure quality execution;
- (s) Support team leads in the development of release management related training materials in support of the ESDC projects;
- (t) Ensure that individual projects do not proceed beyond their high-level design phase without appropriate reviews with other projects affecting the same areas of system architecture and that IMP gate reviews are successfully completed at the key points in time defined in IMP before proceeding;
- (u) Evaluate the release by holding meetings with the release team including individual project managers to step back and assess the progress of the release and how well the release management process is working. The Project Manager - Release Manager (Level 2) must ensure that insights and actions from this meeting are recorded and addressed;
- (v) Conduct an end-of-release close-out meeting including a full "lessons learned" brainstorm and development of recommendations for the next release;
- (w) Ensure that any release process documentation is updated based on the recommendations stemming from the "lessons learned" sessions;
- (x) Transfer functional and technical knowledge to the departmental project teams through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project; and
- (y) Maintain all project artifacts as per established document management requirements for the department and TB policy.

3.4.2 Deliverables

The Project Manager - Release Manager (Level 3) must submit the following deliverables to the Project Authority:

- (a) A status report on a bi-weekly basis, documenting the progress of the work described above in Tasks, including difficulties which may affect overall schedule and planned tasks for the next reporting period. The status report must include:
 - (i) Activities completed within the reporting period;
 - (ii) Planned activities for the next reporting period;
 - (iii) Risks/issues that will require the attention of the Project Authority; and
 - (iv) Corrective actions required.
- (b) Presentation materials for committee meetings including monthly dashboards;
- (c) A detailed release management plan captured and maintained in MS Project Server;
- (d) Documented release management processes; and

- (e) A report on lessons learned and improvements to be made within release management processes.

3.5 P.10 Project Scheduler (Level 3)

ESDC requires the services of Project Schedulers (Level 3) to support ESDC projects. The focus for the Project Scheduler (Level 3) will be on the development and implementation of detailed schedule and its maintenance, status monitoring and resource reporting to provide both formal and ad hoc reports to all required target audiences. The Project Scheduler (Level 3) must provide overall advice on all matters associated with project scheduling on the specific project identified in the Task Authorization.

The initial focus of the Project Scheduler (Level 3) must be on developing an integrated approach to planning and resourcing using tombstone data of the approved projects.

3.5.1 Tasks

Working with a team of departmental staff, and project managers, the Project Scheduler (Level 3) must provide support for ESDC projects. The Project Scheduler (Level 3) tasks include, but are not limited to:

- (a) Complete development of project schedules based on available project schedule information and capture it in MS Enterprise Project Server (or whatever the ESDC project software is at the time of the Task Authorization);
- (b) Create and modify the schedule, detailing each sequence of work that is to be done at a particular time;
- (c) Maintain a master schedule, including recording the effects of work being performed on time and not performed on time for each project relative to the master schedule;
- (d) Analyze existing project documents including schedules to identify gaps;
- (e) Meet with Project Authority to validate and obtain missing information required to complete Resource Loaded View (resource allocation and work analysis, resource load and identify risks such as gaps, conflicts, inter-dependencies not met);
- (f) Develop and maintain integrated project schedules, documentation and resources as guided by the project manager and monitor the schedule's impact on the master schedule;
- (g) Track the progress of the project including cost and schedule controls and evaluate progress of projects;
- (h) Document issues and resolutions related to the project schedule and prepare regular updates;
- (i) Communicate verbally and in writing with the project managers, branch lead, and when necessary with stakeholders to input modifications to the project schedule;
- (j) Update risk registers for each project with any schedule risks;
- (k) Communicate with the project managers, branch lead if necessary regarding project status and deliverables;
- (l) Baseline project schedules in accordance with the departmental IMP requirements;
- (m) Provide bi-weekly schedule analysis and discuss progress and find solutions to scheduling issues;
- (n) Provide graphical representations of the high level schedule milestones for a project;
- (o) Provide input in developing work schedules, as part of estimating cost of projects, illustrating project timelines and milestones;

- (p) When scheduling problems surface, help project managers in determining cause and finding solutions by providing options for resolving gaps and mitigating risks;
- (q) Assist the project manager in the development of the WBS;
- (r) Provide planning advice and support to the PMO lead and project leads by coordinating and consulting with relevant project team members to ensure completion of proper planning before a project is started;
- (s) Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project; and
- (t) Maintain all project artifacts as per established document management requirements for the department and TB policy.

3.5.2 Deliverables

The Project Scheduler (Level 3) must submit the following deliverables to the Project Authority:

- (a) A status report on a bi-weekly basis, documenting the progress of the work described above in Tasks, including difficulties which may affect overall schedule and planned tasks for the next reporting period. The status report must include:
 - (i) Activities completed within the reporting period;
 - (ii) Planned activities for the next reporting period;
 - (iii) Schedule risks/issues that will require the attention of the Project Authority; and
 - (iv) Corrective actions required.
- (b) A schedule analysis report; and
- (c) Development, delivery and maintenance of schedules for each project;

3.6 P.12 Risk Management Specialist (Level 3)

ESDC requires the services of Risk Management Specialists (Level 3) to support ESDC projects. The focus for the Risk Management Specialist (Level 3) will be to provide risk management expertise and support to project teams including conducting risks assessments, development of risk management plans and providing coaching and mentoring support to project teams. The Risk Management Specialist (Level 3) must provide overall advice on all matters associated with risk management on the specific project identified in the Task Authorization.

The initial focus of the Risk Management Specialist (Level 3) must be on development of internal project risks practices and training to improve risk management processes and transparency for executive project reporting.

3.6.1 Tasks

Working with a team of departmental staff, and project managers, the Risk Management Specialist (Level 3) must provide support for ESDC projects. The Risk Management Specialist (Level 3) tasks include, but are not limited to:

- (a) Conduct risk assessments;
- (b) Identify project risks and overall project risks;
- (c) Recommend alternative solutions, methodologies and strategies for risk mitigation and management;
- (d) Produce risk management plans;

- (e) Conduct risk assessments for troubled projects to quickly assess associated risks and recommend courses of action to minimize inherent risks;
- (f) Assist in prioritization and assignment of risks;
- (g) Assist in the development and/or implementation of Risk Management Plans;
- (h) Manage the implementation of Risk Management Plans to identify, analyze, plan, track and control project risks on a continuous basis throughout the project life cycle; and
- (i) Coach, mentor and train project teams in risk mitigation techniques.

3.6.2 Deliverables

The Risk Management Specialist (Level 3) must submit the following deliverables to the Project Authority:

- (a) A status report on a bi-weekly basis, documenting the progress of the work described above in Tasks, including difficulties which may affect overall schedule and planned tasks for the next reporting period. The status report must include:
 - (i) Activities completed within the reporting period;
 - (ii) Planned activities for the next reporting period;
 - (iii) Risks/issues that will require the attention of the Project Authority; and
 - (iv) Corrective actions required.
- (b) Development and facilitate risks management sessions for projects;
- (c) Presentation materials for committee meetings including monthly dashboards;
- (d) Documented internal risk management processes; and
- (e) A report on lessons learned and improvements to be made within risk management processes.

3.7 P. 13 Independent Information Technology Project Review Team Leader – Level 3

ESDC requires the services of Independent Information Technology Project Review Team Leaders (Level 3) to support ESDC projects. The focus for the Independent Information Technology Project Review Team Leader (Level 3) will be to conduct independent Third Party Reviews on identified projects to confirm project management processes and assess if projects are on track to meet the expected results and benefits.

The Independent Information Technology Project Review Team Leader (Level 3) must provide overall advice on all matters associated with the IT Project Review on the specific project identified in the Task Authorization.

3.7.1 Tasks

Working with a team of departmental staff, and project managers, the Independent Information Technology Project Review Team Leader (Level 3) must provide support for ESDC projects. The Independent Information Technology Project Review Team Leader (Level 3) tasks include, but are not limited to:

- (a) Develop the review plan, monitor progress and ensure adherence to the plan;
- (b) Conduct the review in accordance with Treasury Board Secretariat's methodology and guidelines as outlined in [*The Independent Reviewer's Handbook*](#) and the associated [*Review Topics for Enquiry*](#);
- (c) Assign and delegate work to the independent IT project reviewers on the team;

- (d) Advise independent IT project reviewers and/or review sponsors regarding review activities, processes and requirements, as required;
- (e) Liaise between the team and the review sponsor and resolve any project review issues with the review sponsor;
- (f) Provide the review sponsor with status updates;
- (g) Ensure that independent project reviewers work effectively as a team and achieve consensus on how to report issues;
- (h) Organize and conduct and/or chair independent project review team meetings;
- (i) Conduct interviews/workshops with senior management;
- (j) Integrate reviewer findings;
- (k) Lead the development of conclusions and recommendations;
- (l) Lead the development of IT project review presentations;
- (m) Deliver the review presentation/report;
- (n) Perform quality assurance on deliverables;
- (o) Conduct a review post-mortem and lessons-learned analysis, and share the findings with the review sponsor; and
- (p) Provide feedback and input, as required, to *the Treasury Board Secretariat Chief Information Officer Branch* in order to improve these processes.

3.7.2 Deliverables

The Independent Information Technology Project Review Team Leader (Level 3) must submit the following deliverables to the Project Authority:

- (a) A status report on a bi-weekly basis, documenting the progress of the work described above in Tasks, including difficulties which may affect overall schedule and planned tasks for the next reporting period. The status report must include:
 - (i) Activities completed within the reporting period;
 - (ii) Planned activities for the next reporting period;
 - (iii) Review risks/issues that will require the attention of the Project Authority; and
 - (iv) Corrective actions required.
- (b) Work plan to identify the processes of the review, including schedule and resource requirements;
- (c) Review presentation detailing findings and recommendations for review sponsor and stakeholders;
- (d) Executive summary presentation for senior management; and
- (e) A report on lessons learned and improvements to be made within review processes.

3.8 P.14 Independent Information Technology Project Reviewer – Level 3

ESDC requires the services of Independent Information Technology Project Reviewers (Level 3) to support ESDC projects. The Independent Information Technology Project Reviewer (Level 3) must provide overall advice on all matters associated with the Information Technology Project Review on the specific project identified in the Task Authorization.

3.8.1 Tasks

Working with a team of departmental staff, and project managers, the Independent Information Technology Project Reviewer (Level 3) must provide support for ESDC projects. The Independent Information Technology Project Reviewer (Level 3) tasks include, but are not limited to:

- (a) Report to the Independent Information Technology Project Review Team Leader (Level 3);
- (b) Support the Independent Information Technology Project Review Team Leader (Level 3) activities, as required;
- (c) Perform the review work in accordance with Treasury Board Secretariat's methodology and guidelines as outlined in [*The Independent Reviewer's Handbook*](#) and the associated [*Review Topics for Enquiry*](#);
- (d) Prepare and/or review documentation;
- (e) Attend group presentations and demonstrations;
- (f) Conduct interviews/workshops;
- (g) Assess and validate findings;
- (h) Analyze and develop conclusions and recommendations;
- (i) Integrate findings and recommendations with the results of the other team members (if applicable);
- (j) Assist in the preparation and/or delivery of IT project review presentation(s) and/or report(s);
- (k) Perform quality assurance of the deliverables; and
- (l) Prepare IT project review post-mortem and lessons-learned analysis.

3.8.2 Deliverables

The Independent Information Technology Project Reviewer (Level 3) must submit the following deliverables to the Project Authority:

- (a) A status report on a bi-weekly basis, documenting the progress of the work described above in Tasks, including difficulties which may affect overall schedule and planned tasks for the next reporting period. The status report must include:
 - (i) Activities completed within the reporting period;
 - (ii) Planned activities for the next reporting period;
 - (iii) Review risks/issues that will require the attention of the Project Authority; and
 - (iv) Corrective actions required.
- (b) Work plan to identify the processes of the review, including schedule and resource requirements;
- (c) Review presentation detailing findings and recommendations for review sponsor and stakeholders;
- (d) Executive summary presentation for senior management; and
- (e) A report on lessons learned and improvements to be made within review processes.

4. FORMAT OF DELIVERABLES

All deliverables must be in Microsoft application software compatible with the ESDC departmental standards and delivered to the Project Authority by the media as specified in the Task Authorization.

5. LANGUAGE REQUIREMENTS

- 5.1 All deliverables must be submitted in the English language.
- 5.2 The Contractor personnel must be fluent in the English language. Contractor personnel must be able to communicate orally and in writing in English without any assistance and with minimal errors.

6. OPERATIONAL WORKING HOURS

- 6.1 Operational working hours will be from 07:00 to 17:30 Monday through Friday where the Contractor's resources will be expected to work 7.5 hours each day between those hours. The Contractor's resources must be available to work outside normal operational hours during the duration of the Contract. The Contractor may need to provide the resources on evenings, weekends and/or holidays. Any time worked over the number of billable hours/days in a month must be pre-approved by the Project Authority.

7. LOCATION OF WORK

The majority of the work will be completed on-site in the National Capital Region (NCR) at ESDC's various offices within that region, including both Gatineau and Ottawa sites.

8. TRAVEL REQUIREMENTS

The Contractor may be required to travel outside of the NCR, and travel may be required from time to time within the NCR.

9. DELIVERY SCHEDULE

The delivery schedule for the deliverables will be identified in each Task Authorization.

APPENDIX A TO ANNEX A

TASKING ASSESSMENT PROCEDURE

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

activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. A mandatory criteria will not be considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will mandatory criteria be considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contractor's quotation may be found to be non-responsive.
5. Only quotations that meet all of the mandatory criteria will be considered responsive.
6. Knowledge Testing
The Contractor's resource(s) that is submitted with the draft TA and evaluated may be required to attend a mandatory knowledge test at the Client's location. This knowledge test will be related to the mandatory criteria detailed in Appendix C of Annex A. The resource(s) must pass the knowledge test in order for the Contractor to be deemed responsive. If the Contractor's resource(s) does not pass the mandatory knowledge test, the Contractor will be deemed non-responsive and Canada reserves the right to use other methods of supply.
7. Once the quotation has been accepted by the Project Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

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

TASK AUTHORIZATION (TA) FORM		
Contractor:	Contract No.	
Task Authorization No.:	Date:	
Financial coding:	Amendment #:	
1. STATEMENT OF WORK (WORK ACTIVITIES, CERTIFICATIONS AND DELIVERABLES)		
<div>BACKGROUND</div> <div>TASKS</div> <div>DELIVERABLES</div> <div>RESOURCE ESSENTIAL TECHNOLOGY REQUIREMENT(S)</div> <div style="margin-top: 10px;"><input type="checkbox"/> (To be identified in TA) <input type="checkbox"/> (To be identified in TA) <input type="checkbox"/> (To be identified in TA) <input type="checkbox"/> (To be identified in TA) <input type="checkbox"/> (To be identified in TA)</div> <div style="margin-top: 20px;">ESDC Procurement Representative: Email:</div> <div style="margin-top: 20px;">The ESDC Procurement Representative (or delegated representative) is responsible for the management of this TA. Any changes to the TA must be authorized in writing by the ESDC Procurement Representative and the Contracting Authority when applicable. The Contractor is not to perform work in excess of or outside the scope of this TA based on verbal or written requests or instructions from any government personnel other than the aforementioned officer.</div> <div style="margin-top: 20px;"><u>PLEASE SEND INVOICES TO:</u></div> <div style="margin-top: 10px;">The Project Authority: Email:</div> <div style="margin-top: 20px;">The Project Authority (or delegated representative) is responsible for all matters concerning the technical content of the Work under this TA. Any proposed changes to the scope of the Work are to be discussed with the Project Authority, but any resulting change is only effective and enforceable if a written contract amendment is issued by the ESDC Procurement Representative or the PWGSC Contracting Authority.</div>		
2. PERIOD OF SERVICES:	FROM (DATE):	TO (DATE):

3. WORK LOCATION:				
4. TRAVEL REQUIREMENTS:				
5. LANGUAGE REQUIREMENTS:				
6. LEVEL OF SECURITY CLEARANCE REQUIRED				
7. COST				
CATEGORY	NAME OF RESOURCE	PER DIEM RATE	ESTIMATED # OF DAYS	TOTAL COST
				\$
	ESTIMATED COST			\$
	QST			\$
	ESTIMATED COST			\$0
	TOTAL TRAVEL & LIVING COST			0.00
	TOTAL			\$
8 SIGNATURES				
Project Authority:	Signature:		Date:	
	On File			
ESDC Procurement Representative:	Signature:		Date:	
Contracting Authority:	Signature:		Date:	
Check Either Option <input type="checkbox"/> The Contractor hereby accepts this task authorization <input type="checkbox"/> The Contractor does not accept this task authorization 				
Name of Contractor authorized to sign (type or print):	Title of Contractor authorized to sign (type or print):		Date:	
Signature:				

APPENDIX C TO ANNEX A
RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE
WORKSTREAM 1 – BUSINESS SERVICES

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

B.1 Business Analyst – Level 3

MTC#	Mandatory Technical Criteria (MTC) B.1 Business Analyst – Level 3	Met/ Not Met	Contractor's Response (Cross reference to Résumé)
MTC1	The proposed resource must have a minimum of 10 years of demonstrated experience, within the last 15 years, as a Business Analyst in an IM/IT environment, on a minimum of 5 projects, each for a minimum duration of 6 months, in a government or private sector environment, One of the projects must have been valued at greater than \$5M.		
MTC2	The proposed resource must have demonstrated experience, within the last 10 years, in the development of a minimum of 2 distinct business cases, and 5 sets of detailed requirements documents on projects valued at greater than \$5M (including tax).		
MTC3	The proposed resource must have a minimum of 5 years of demonstrated experience, within the last 15 years, gathering business process modeling requirements including preparing for and facilitating workshops and interviews.		
MTC4	The proposed resource must have a minimum of 5 years of demonstrated experience, within the last 15 years, leading in the elicitation of business (including stakeholder, solution and transition) requirements.		
MTC5	The proposed resource must have demonstrated certification in business analysis from an internationally recognized organization (e.g. IIBA, PMI). A copy of the certification must be provided with the résumé.		
MTC6	Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential. Demonstrated experience must be within the last five years.		

B.2 Business Architect – Level 3

MTC#	Mandatory Technical Criteria (MTC)	Met/ Not Met	Contractor's Response (Reference to Résumé)
	B.2 Business Architect – Level 3		
MTC1	The proposed resource must demonstrate at least 10+ years of experience, within the last 15 years, as a Business Architect in an IM/IT environment.		
MTC2	The proposed resource must demonstrate experience integrating a business architecture developed by the proposed resource into other architectures (solution architecture / enterprise architecture) using a minimum of 5 project descriptions. These projects must have occurred within the last 15 years and have been valued at greater than \$5M each.		
MTC3	<p>The proposed resource must have at least 5 years of demonstrated experience, within the last 15 years, in each of the activities below interviewing, assessing and documenting an organization's business architecture:</p> <ul style="list-style-type: none">(a) describing the organization's strategic goals. The goals must be further decomposed into tactical methods for achieving these strategic goals and for providing traceability through the organization;(b) describing the organization's business services/functionalities, and mapping these services to the business units that perform them;(c) creating business architecture models demonstrating how products, operations and systems interoperate within the organization;(d) describing the organization's core business processes that transcend functional and organizational boundaries, identifying and describing external entities and external systems that interact with the business. The processes specification must also describe the people, resources and controls involved in the process;(e) providing architectural oversight of projects; ensuring requirements are in alignment with business strategies and business architecture roadmap/framework; and(f) developing business capability mapping, value stream modelling, and organization modelling. <p>The proposed resource's experience must be demonstrated using project descriptions.</p>		

MTC#	Mandatory Technical Criteria (MTC)	Met/ Not Met	Contractor's Response (Reference to Résumé)
	B.2 Business Architect – Level 3		
MTC4	<p>The proposed resource must have at least 5 years of demonstrated experience, within the last 10 years, in each of the activities below, in the documentation of business architecture:</p> <ul style="list-style-type: none">(a) advising senior management on business architecture, trends and emerging technologies, methodologies, standards and tools; and(b) coaching and mentoring business analysts on methodologies, standards, various mapping techniques and tools. <p>The proposed resource's experience must be demonstrated using project descriptions.</p>		
MTC5	<p>The proposed resource must have an accreditation from an internationally recognized organization such as TOGAF or Business Architecture Guild. A copy of the accreditation must be provided with the résumé.</p>		
MTC6	<p>Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential.</p> <p>Demonstrated experience must be within the last five years.</p>		

B. 5 Business Process Re-Engineering Consultant – Level 3

MTC#	Mandatory Technical Criteria (MTC)	Met/ Not Met	Contractor's Response (Reference to Résumé)
	B.5 Business Process Re-Engineering Consultant – Level 3		
MTC1	The proposed resource must have at least 10 years demonstrated experience, within the last 15 years, as a Business Process Re-engineering Consultant in a government setting in an IM/IT environment, where the proposed resource identified and documented potential processes for streamlining to gain efficiencies.		
MTC2	The proposed resource must have at least 10 years of demonstrated experience, within the last 15 years, as a Business Process Re-engineering Consultant where the proposed resource provided the following services and deliverables: (a) Analysis of current “a-is” business processes to identify process improvements; (b) Current and to-be business processes, data flows and business requirements; (c) Provide recommendations on “to-be” processes to senior management; and (d) Development of process improvement metrics used for benefits management realization plans.		
MTC3	The proposed resource must have a Business Process Mapping Certification. A copy of the certification must be provided with the résumé.		
MTC4	The proposed resource must have an accreditation from an internationally recognized organization such as TOGAF or Business Architecture Guild. A copy of the accreditation must be provided with the résumé.		
MTC5	Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential. Demonstrated experience must be within the last five years.		

B.4 Business Continuity/Disaster Recovery Specialist - Level 3

MTC#	Mandatory Technical Criteria (MTC)	Met/ Not Met	Contractor's Response (Reference to Résumé)
	B.4 Business Continuity/Disaster Recovery Specialist - Level 3		
MTC1	The proposed resource must have at least 10+ years demonstrated experience as a Business Continuity/Disaster Recovery Specialist in an IM/IT environment.		
MTC2	The proposed resource must have demonstrated experience as a Business Continuity/Disaster Recovery Specialist, on 2 relevant business projects, each for a minimum duration of 6 months, in a similar environment as that described in the Statement of Work, in a government or private sector environment. Both projects must have been valued at greater than \$5M.		
MTC3	<p>The proposed resource must have a minimum of 2 projects each demonstrating experience, within the last 5 years, in each of the activities below reviewing, assessing and documenting an organization's business continuity/disaster recovery plans:</p> <ul style="list-style-type: none"> (a) Business continuity/disaster recovery requirements, risks, issues and gaps; (b) Essential business functions, acceptable recovery time periods, rationale, and resource requirements for disaster recovery; (c) Risks and mitigation strategies related to the disaster recovery plans and processes; (d) Defining roles and responsibilities related to the business continuity/disaster recovery plans and implicated stakeholder groups; (e) Establishing a baseline of business continuity/disaster recovery processes, templates, and tools for the system and/or business area leadership to use or evolve as necessary; and (f) Identifying and documenting internal controls to ensure process is consistent, and compliant with existing policy legislation. <p>The proposed resource's experience must be demonstrated using project descriptions.</p>		
MTC4	<p>Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential.</p> <p>Demonstrated experience must be within the last five years.</p>		

B. 7 Business Transformation Architect – Level 3

MTC#	Mandatory Technical Criteria (MTC)	Met/ Not Met	Contractor's Response (Reference to Résumé)
	B. 7 Business Transformation Architect – Level 3		
MTC1	The proposed resource must have demonstrated experience, within the last 10 years, as a Business Transformation Architect, on 2 relevant business transformation projects, each for a minimum duration of 12 months, in a government or private sector environment. One of the projects must have been valued at greater than \$5M.		
MTC2	<p>The proposed resource must demonstrate experience, within the last 10 years, in each of the activities and artefacts below reviewing, assessing and documenting an organization's business architecture:</p> <ul style="list-style-type: none"> (a) Definition of roles and responsibilities related to the transformation project and implicated stakeholder groups; (b) Establish a baseline of processes, templates, and tools for the transformation project leadership to use or evolve as necessary; (c) Develop new process flows and supporting documentation; (d) Identify and document internal controls to ensure process is consistent, and compliant with existing policy legislation; (e) Identify implicated multi-stakeholder groups and associated cost; (f) Architecture blueprints, business architecture requirements, business transformation strategies and plans; (g) Business Impact and Gap Analysis; (h) Workflow/Process development; business reengineering processes; (i) Governance Frameworks, transition and integration processes; and (j) Business systems requirements, analysis and assessments. <p>The proposed resource's experience must be demonstrated using project descriptions.</p>		
MTC3	The proposed resource must have an accreditation from an internationally recognized organization in organizational change management. A copy of the accreditation must be provided with the résumé.		

MTC#	Mandatory Technical Criteria (MTC) B. 7 Business Transformation Architect – Level 3	Met/ Not Met	Contractor's Response (Reference to Résumé)
MTC4	The proposed resource must have an accreditation from an internationally recognized organization such as TOGAF or Business Architecture Guild. A copy of the accreditation must be provided with the résumé.		
MTC5	Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential. Demonstrated experience must be within the last five years.		

B. 14 Technical Writer – Level 3

MTC#	Mandatory Technical Criteria (MTC) B. 14 Technical Writer – Level 3	Met/ Not Met	Contractor's Response (Reference to Résumé)
MTC1	The proposed resource must have greater than 10 years demonstrated experience, within the last 15 years, as a Technical Writer in an IM/IT environment.		
MTC2	Using a minimum of 2 project descriptions, it must be demonstrated that the proposed resource has experience developing project related documentation to support business needs. These projects must have occurred within the last 15 years and have been valued at greater than \$5M each.		
MTC3	Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential. Demonstrated experience must be within the last five years.		

APPENDIX C TO ANNEX A

RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

WORKSTREAM 2 – PROJECT MANAGEMENT SERVICES

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

P.1 Change Management Consultant - Level 3

MTC#	Mandatory Technical Criteria (MTC) P.1 Change Management Consultant - Level 3	Met/Not Met	Contractor's Response (Reference to Résumé)
MTC1	The proposed resource must have a minimum of 10 years demonstrated experience, within the last 15 years, as a lead consultant for a nationwide, regional business or government transformation project, where the proposed resource developed transition plans with a focus on change management and communications.		
MTC2	<p>The proposed resource must have a minimum of 5 years demonstrated experience, within the last 15 years, with a range of transition strategies including change management, training and communications. Task preformed must have included:</p> <ul style="list-style-type: none">(a) Identifying the most expected and potential points of resistance to change. Developing counter strategies to reduce the resistance and address the doubts and uncertainty surrounding the change to foster a positive acceptance of change;(b) Creating specific change management plans with respect to training and orientation of employees for each major change/project;(c) Conducting an assessment of change impact and requirements; and(d) Developing a change management and communications strategy and plan for each project. <p>The proposed resource's experience must be demonstrated using project descriptions.</p>		

MTC#	Mandatory Technical Criteria (MTC) P.1 Change Management Consultant - Level 3	Met/Not Met	Contractor's Response (Reference to Résumé)
MTC3	The proposed resource must have a minimum of 5 years demonstrated experience, within the last 15 years, documenting processes and roles and responsibilities.		
MTC4	The proposed resource must have an internationally recognized accreditation in change management. A copy of the accreditation must be provided with the résumé.		
MTC5	Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential. Demonstrated experience must be within the last five years.		

P.5 Project Executive - Level 3

MTC#	Mandatory Technical Criteria (MTC) P.5 Project Executive - Level 3	Met/Not Met	Contractor's Response (Reference to Résumé)
MTC1	The proposed resource must have a minimum of 10+ years of demonstrated experience, within the last 15 years, working as a Senior Project Executive in an IM/IT environment.		
MTC2	The proposed resource must hold a valid Project Management Professional designation in good standing with the Project Management Institute. A copy of the certification must be provided with the résumé.		
MTC3	The proposed resource must have 10 years of demonstrated experience, within the last 15 years, as part of an integrated project team, in the delivery of a business transformation project or projects in a complex organizational environment. A complex organizational environment is defined as across multi-organizational boundaries.		
MTC4	The proposed resource must have demonstrated experience in providing project management, planning and oversight of two or more concurrent projects. The projects must have been valued at \$5M or more, and have been delivered in the last 5 years.		
MTC5	The proposed resource must hold a valid certification as a Project Management Professional (PMP) from the Project Management Institute. A copy of the certification must be provided with the résumé.		
MTC6	The proposed resource must hold a valid certification in Program and/or Portfolio Management from an internationally recognized institute. Certifications that are acceptable are PgMP, PfMP, MSP, MOP, PRAXIS. A copy of the certification must be provided with the résumé.		
MTC7	The proposed resource must have obtained a Graduate University degree from an accredited university in any of the following domains: Project Management, Commerce, Computer Sciences, Engineering, Information Management, and Information Technology. A copy of the degree must be provided with the résumé.		

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MTC#	Mandatory Technical Criteria (MTC) P.5 Project Executive - Level 3	Met/Not Met	Contractor's Response (Reference to Résumé)
MTC8	Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential. Demonstrated experience must be within the last five years.		

P.9 Project Manager - Level 3

MTC#	Mandatory Technical Criteria (MTC) P.9 Project Manager - Level 3	Met/Not Met	Contractor's Response (Reference to Résumé)
MTC1	The proposed resource must have 10 years of experience, within the last 15 years, as a Senior (Level 3) Project Manager demonstrating the following activities: <ul style="list-style-type: none"> (a) Developing artefacts such as Project Charters, Project Management Plans, Project Schedules; (b) Developing Project Dashboards; (c) Developing Project Charters; (d) Developing Project Dashboards; (e) Developing Project Management Plans; (f) Developing a risk plan, risk register and risk mitigation strategies; and (g) Conducting Project Briefings to Senior Management. 		
MTC2	The proposed resource must demonstrate experience, within the last 15 years, working as a senior project manager, leading as a minimum, a team of 3 project managers, on each of 2 government or private sector projects. The projects must relate to IM/IT, business architecture or project management in a similar environment to the one outlined in the Statement of Work, one of which was valued at \$5M or more.		
MTC3	The proposed resource must demonstrate experience, within the last 15 years, working on 5 government or private sector projects, each valued at \$5M or more, where the proposed resource was required to collaborate with a number of stakeholders (both internal and external to the organization).		
MTC4	The proposed resource must demonstrate experience, within the last 15 years, working on 2 projects, each valued at \$5M or more, where the role required coaching/ mentoring of project managers or PMO staff. One of the referenced projects must be from a government environment.		
MTC5	The proposed resource must demonstrate experience leading the development of a Project Management Office including the development of the following artefacts:		

MTC#	Mandatory Technical Criteria (MTC)	Met/Not Met	Contractor's Response (Reference to Résumé)
	P.9 Project Manager - Level 3 (a) Develop a PMO charter and implementation plan; (b) Define PMO roles and responsibilities, service offerings, project support structures and internal processes and procedures; and Development of training support, user guides, procedure documentation for PMO processes.		
MTC6	The proposed resource must hold a valid Project Management Professional (PMP) from the Project Management Institute. A copy of the certification must be provided with the résumé.		
MTC7	Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential. Demonstrated experience must be within the last five years.		

P.9 Project Manager - Release Manager - Level 3

MTC#	Mandatory Technical Criteria (MTC) P.9 Project Manager - Release Manager - Level 3	Met/Not Met	Contractor's Response (Reference to Résumé)
MTC1	The proposed resource must have 10+ years demonstrated experience, within the last 15 years, as a Project Manager working in an IM/IT environment.		
MTC2	The proposed resource must have demonstrated experience, within the last 7 years, establishing, supporting and leading Release Management on a minimum of 2 projects, each valued at \$5M or more. For project experience to qualify, the proposed resource must have been on the project for a minimum duration of 12 months.		
MTC3	The proposed resource must hold a valid Project Management Professional (PMP) or other internationally recognized project management institute. A copy of the certification must be provided with the résumé.		
MTC4	Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential. Demonstrated experience must be within the last five years.		

P.10 Project Scheduler - Level 3

MTC#	Mandatory Technical Criteria (MTC) P.10 Project Scheduler - Level 3	Met/Not Met	Contractor's Response (Reference to Résumé)
MTC1	The proposed resource must have 10+ years demonstrated experience, within the last 15 years, as a Project Scheduler working in an IM/IT environment.		
MTC2	The proposed resource must have demonstrated experience, within the last 5 years, working in a project scheduler role on one project within a government or private sector environment, valued at \$5M or more, for a period of at least 2 years.		
MTC3	The proposed resource must have a minimum of 10 years demonstrated experience, within the last 15 years, scoping, developing and maintaining project schedules using Microsoft Project Professional or Microsoft Project Server.		
MTC4	The proposed resource must have a minimum of 10 years demonstrated experience, within the last 15 years, monitoring and reporting project performance.		
MTC5	Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential. Demonstrated experience must be within the last five years.		

P.12 Risk Management Specialist – Level 3

MTC#	Mandatory Technical Criteria (MTC) P.12 Risk Management Specialist - Level 3	Met/Not Met	Contractor's Response (Reference to Résumé)
MTC1	The proposed resource must have greater than 10 years demonstrated experience, within the last 15 years, as a Risk Management Specialist working in an IM/IT environment.		
MTC2	The proposed resource must hold a valid Canadian Risk Management certification from a recognized risk or project management institute. Acceptable certifications include Canadian Risks Management CRM, PMI Risk Management Professional or Manager of Risk - Axelos certification/designation. A copy of the certification must be provided with the résumé.		
MTC3	The proposed resource must demonstrate experience, within the last 5 years, in the development and facilitation of risk management sessions and training at a project, program or portfolio management level.		
MTC4	The proposed resource must demonstrate completion of Risk Assessments for 3 Project Complexity and Risk Assessment (PCRA) rated Government of Canada projects within the past 5 years.		
MTC5	Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential. Demonstrated experience must be within the last five years.		

P.13 Independent Information Technology Project Review Team Leader – Level 3

MTC#	Mandatory Technical Criteria (MTC) P.13 Independent Information Technology Project Review Team Leader – Level 3	Met/Not Met	Contractor's Response (Reference to Résumé)
MTC1	The proposed resource must have greater than 10 years demonstrated experience, within the last 15 years, as a Senior (Level 3) Independent Information Technology Project Review Team Leader.		
MTC2	The proposed resource must demonstrate experience conducting a minimum of 5 independent reviews of large multi-year projects, with each project having a budget of at least \$5M, using the Treasury Board CIOB Independent Review Program (IRP) Methodology.		
MTC3	The proposed resource must demonstrate experience conducting Treasury Board Gate 6 independent review of at least two (2) projects using the Treasury Board CIOB Independent Review Program (IRP) Methodology.		
MTC4	The proposed resource must have a minimum of 10 years of demonstrated experience, within the last 15 years, working as a Project Executive in providing advice to senior management on implementing governance structures for government or private sector projects valued at \$5M or more.		
MTC5	Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential. Demonstrated experience must be within the last five years.		

P.14 Independent Information Technology Project Reviewer – Level 3

MTC#	Mandatory Technical Criteria (MTC) P.14 Independent Information Technology Project Reviewer – Level 3	Met/Not Met	Contractor's Response (Reference to Résumé)
MTC1	The proposed resource must have greater than 10 years demonstrated experience, within the last 15 years, as a Senior (Level 3) Independent Information Technology Project Reviewer.		
MTC2	The proposed resource must demonstrate experience conducting a minimum of 4 independent reviews of large multi-year projects, with each project having a budget of at least \$25M, using the Treasury Board CIOB Independent Review Program (IRP) Methodology.		
MTC3	The proposed resource must demonstrate experience conducting Treasury Board Gate 6 independent reviews of at least 2 projects using the Treasury Board CIOB Independent Review Program (IRP) Methodology.		
MTC4	Using 5 projects each with a minimum duration of 6 months, the proposed resource must demonstrate experience in each of the technologies, software and tools identified in the TA as essential. Demonstrated experience must be within the last five years.		

APPENDIX D TO ANNEX A CERTIFICATIONS AT THE TA STAGE

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

1. CERTIFICATION OF EDUCATION AND EXPERIENCE

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

Print name of authorized individual & sign above

Date

2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

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

Print name of authorized individual & sign above

Date

3. CERTIFICATION OF STATUS OF PERSONNEL

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

Print name of authorized individual & sign above

Date

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4. CERTIFICATION OF LANGUAGE - English

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are:

fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

Print name of authorized individual & sign above

Date

ANNEX B
BASIS OF PAYMENT
WORKSTREAM 1 – BUSINESS SERVICES

INITIAL CONTRACT PERIOD:

		Firm Per Diem Rate		
Resource Category	Level of Experience	Year 1	Year 2	Year 3
B.1 Business Analyst	Level 3			
B.2 Business Architect	Level 3			
B.4 Business Continuity/Disaster Recovery Specialist	Level 3			
B.5 Business Process Re-engineering Consultant	Level 3			
B.7 Business Transformation Architect	Level 3			
B.14 Technical Writer	Level 3			

OPTION PERIOD:

		Firm Per Diem Rate	
Resource Category	Level of Experience	Year 4	Year 5
B.1 Business Analyst	Level 3		
B.2 Business Architect	Level 3		
B.4 Business Continuity/Disaster Recovery Specialist	Level 3		
B.5 Business Process Re-engineering Consultant	Level 3		
B.7 Business Transformation Architect	Level 3		
B.14 Technical Writer	Level 3		

ANNEX B
BASIS OF PAYMENT
WORKSTREAM 2 – PROJECT MANAGEMENT SERVICES

INITIAL CONTRACT PERIOD:

		Firm Per Diem Rate		
Resource Category	Level of Experience	Year 1	Year 2	Year 3
P.1 Change Management Consultant	Level 3			
P.5 Project Executive	Level 3			
P.9 Project Manager	Level 3			
P.9 Project Manager – Release Manager	Level 3			
P.10 Project Scheduler	Level 3			
P.12 Risk Management Specialist	Level 3			
P.13 Independent Information Technology Project Review Team Leader	Level 3			
P.14 Independent Information Technology Project Reviewer	Level 3			

OPTION PERIOD:

		Firm Per Diem Rate	
Resource Category	Level of Expertise	Year 4	Year 5
P.1 Change Management Consultant	Level 3		
P.5 Project Executive	Level 3		
P.9 Project Manager	Level 3		
P.9 Project Manager – Release Manager	Level 3		
P.10 Project Scheduler	Level 3		
P.12 Risk Management Specialist	Level 3		
P.13 Independent Information Technology Project Review Team Leader	Level 3		
P.14 Independent Information Technology Project Reviewer	Level 3		

ANNEX C

SECURITY REQUIREMENTS CHECK LIST

COMMON-PS-SRCL#19



Contract Number / Numéro du contrat

Security Classification / Classification de sécurité
UNCLASSIFIED

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

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction
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		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input 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 commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input 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"/>
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 checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input checked="" 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"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada



Government of Canada
Gouvernement du Canada

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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? ☒ No ☐ Yes
Non Oui

If Yes, indicate the level of sensitivity:

Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

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

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

<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input checked="" 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 ☐ Yes
Non Oui

If Yes, will unscreened personnel be escorted?

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

☒ No ☐ Yes
Non Oui

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

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

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

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

PRODUCTION

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

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

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

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

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Canada



Government
of Canada

Gouvernement
du Canada

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

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

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

SUMMARY CHART / TABLEAU RÉCAPITULATIF

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

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
Non

☐ Yes
Oui

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

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
Non

☐ Yes
Oui

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

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada

APPENDIX A TO ANNEX C SECURITY CLASSIFICATION GUIDE

WORKSTREAM 1 – BUSINESS SERVICES

The related Statement of Work (SOW) defines the professional service required to support project management teams with business services. The SOW covers aspects related to the provision of multiple personnel at any given time for the duration of the Contract.

Services with various categories will be required.

Resource Category	Level	Minimum Security Clearance
B.1 Business Analyst	3	Enhanced
B.2 Business Architect	3	Enhanced
B.4 Business Continuity/Disaster Recovery Specialist	3	Enhanced
B.5 Business Process Re-engineering Consultant	3	Enhanced
B.7 Business Transformation Architect	3	Enhanced
B.14 Technical Writer	3	Enhanced

WORKSTREAM 2 – PROJECT MANAGEMENT SERVICES

The related Statement of Work (SOW) defines the professional service required to support project management teams with project management services. The SOW covers aspects related to the provision of multiple personnel at any given time for the duration of the Contract.

Services with various categories will be required.

Resource Category	Level	Minimum Security Clearance
P.1 Change Management Consultant	3	Enhanced
P.5 Project Executive	3	Enhanced
P.9 Project Manager	3	Enhanced
P.9 Project Manager – Release Manager	3	Enhanced
P.10 Project Scheduler	3	Enhanced
P.12 Risk Management Specialist	3	Enhanced
P.13 Independent Information Technology Project Review Team Leader	3	Enhanced
P.14 Independent Information Technology Project Reviewer	3	Enhanced

ATTACHMENT 3.1
BID SUBMISSION FORM

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

Solicitation Number:
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Buyer ID:
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Security Clearance Level of Bidder [include both the level and the date it was granted] [Note to Bidders: Please ensure that the security clearance matches the legal name of the Bidder. If it does not, the security clearance is not valid for the Bidder.]				
Workstream covered by this bid: Bidders should indicate which Workstream they are proposing to supply in this bid (If the bidder has submitted bid for one or more Workstreams, please only indicate the Workstream covered by this bid).	Workstream		Yes/No	
	Workstream 1 – Business Services			
	Workstream 2 – Project Management Services			
On behalf of the Bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that: 1. The Bidder considers itself and its proposed resources able to meet all the mandatory requirements described in the bid solicitation; 2. This bid is valid for the period requested in the bid solicitation; 3. All the information provided in the bid is complete, true and accurate; and 4. If the Bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation.				
Signature of Authorized Representative of Bidder				

ATTACHMENT 4.1
MANDATORY TECHNICAL CRITERIA
WORKSTREAM 1 – BUSINESS SERVICES

Note to Bidders: A Word version of this document is available by sending a request by email to gail.cook@tpsgc-pwgsc.gc.ca

MTC#	Mandatory Technical Criteria (MTC)	Bidder's Response (Reference to Substantiating Materials included in Bid)
MTC1	<p>Bidder's Corporate Experience</p> <p>Using two separate IM/IT contracts, the Bidder must demonstrate experience for each contract as follows:</p> <ul style="list-style-type: none">a) The completion of at least one year of work;b) Must have been for a minimum value of \$5M, (amendments and applicable taxes included); andc) Must have billed for at least 15 resources that are the same as the resource categories listed in the Statement of Work in this requirement. <p>To demonstrate this experience, the Bidder must provide the following information using Form M1 – Bidder's Corporate Experience found at the end of this Attachment:</p> <ul style="list-style-type: none">a) The name of the organization the contract was with;b) The Customer Reference contact information;c) The Contract number;d) The value of the Contract (applicable taxes included);e) The Contract start and end dates;f) The number of years of work completed (must be equal to or greater than 1 year); andg) A list of the resources provided under the contract with the resource's name, the resource category and level, and a brief description of the services performed by the resource. <p>If any of the information is not provided in Form M1, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the information listed above within the time frame provided will render the bid non-responsive.</p> <p>Customer References may be contacted by Canada to verify the information provided in response to this criterion. See sub-article 3.2 Technical Bid, paragraph (iv) Customer Reference Contact Information of this bid solicitation for further instruction.</p>	

MTC#	Mandatory Technical Criteria (MTC)	Bidder's Response (Reference to Substantiating Materials included in Bid)
	Only contracts awarded since January 1, 2012 and experience claimed up to bid closing date will be considered for evaluation purposes.	
MTC2	Bidder's Client Demand Manager The Bidder must identify by name and position title an individual that will be designated as the Client Demand Manager. A Client Demand Manager is the Bidder's representative responsible for providing qualified resources in response to a client's request and managing any contractual issues or disputes that may arise. The Bidder must demonstrate that the Client Demand Manager assigned to this requirement has a minimum of five years of recent experience in this role. Only experience claimed between January 1, 2010 and bid closing date will be considered for evaluation purposes.	
MTC3	Bidder's Contract Management Plan The Bidder must provide a contract management plan that describes how it will address the following elements if it is awarded a contract: a) How the Bidder will manage the transition between the resources that are currently under contract with the client and the Bidder's resources; b) How the Bidder will identify, select and deploy the required resources in a timely manner; c) What quality assurance practices the Bidder will apply to ensure that qualified and competent resources are provided to the client; and d) How the Bidder will manage replacement of personnel, if required, in a manner that minimizes a negative impact to the client's operational requirements.	
MTC4	Bidder's Experience Delivering and Supporting Business Transformation Services The Bidder must demonstrate that it has experience delivering and supporting business transformation services for an outside client's IM/IT project. To demonstrate this experience, the Bidder must provide the following information: a) Experience developing Business Models, vision, mission and objective for business transformation; b) Experience developing business cases, program charters and program plans to plan and implement business transformation;	

MTC#	Mandatory Technical Criteria (MTC)	Bidder's Response (Reference to Substantiating Materials included in Bid)
	<ul style="list-style-type: none">c) Experience developing business process management including mapping current state processes and visioning future state processes needed for transformation;d) Experience drafting program management artefacts for the planning, implementation and transition to operations of business transformation objectives;e) Experience in Organizational Change Management activities related to transformation including stakeholder engagement, resourcing, skills development, communications, sponsorship plans, and training;f) Experience developing benefits management plan including metrics and ongoing monitoring and support; andg) Experience developing transformation governance models, organizational structures, skills capability gap analysis, program methods and practices. <p>“Outside Clients” are defined as legal entities that are not a parent, subsidiary or affiliate of the Bidder. This definition is applicable to all members of any Joint Venture submitting a bid.</p> <p>Only experience claimed between January 1, 2012 and bid closing date will be accepted for evaluation purposes.</p>	

ATTACHMENT 4.1

MANDATORY TECHNICAL CRITERIA

WORKSTREAM 2 – PROJECT MANAGEMENT SERVICES

Note to Bidders: A Word version of this document is available by sending a request by email to gail.cook@tpsgc-pwgsc.gc.ca

MTC#	Mandatory Technical Criteria (MTC)	Bidder's Response (Reference to Substantiating Materials included in Bid)
MTC1	<p>Bidder's Corporate Experience</p> <p>Using two separate IM/IT contracts, the Bidder must demonstrate experience for each contract as follows:</p> <ul style="list-style-type: none">a) The completion of at least one year of work;b) Must have been for a minimum value of \$5M, (amendments and applicable taxes included); andc) Must have billed for at least 15 resources that are the same as the resource categories listed in the Statement of Work of this requirement. <p>To demonstrate this experience, the Bidder must provide the following information using Form M1 – Bidder's Corporate Experience found at the end of this Attachment:</p> <ul style="list-style-type: none">a) The name of the organization the contract was with;b) The Customer Reference contact information;c) The Contract number;d) The value of the Contract (applicable taxes included);e) The Contract start and end dates;f) The number of years completed (must be equal to or greater than 1 year); andg) A list of the resources provided under the contract with the resource's name, the resource category and level, and a brief description of the services performed by the resource. <p>If any of the information is not provided in Form M1, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the information listed above within the time frame provided will render the bid non-responsive.</p> <p>Customer References may be contacted by Canada to verify the information provided in response to this criterion. See sub-article 3.2 Technical Bid, paragraph (iv) Customer Reference Contact Information of this bid solicitation for further instruction.</p>	

MTC#	Mandatory Technical Criteria (MTC)	Bidder's Response (Reference to Substantiating Materials included in Bid)
	Only contracts awarded since January 1, 2012 and experience claimed up to bid closing date will be considered for evaluation purposes.	
MTC2	Bidder's Client Demand Manager The Bidder must identify by name and position title an individual that will be designated as the Client Demand Manager. A Client Demand Manager is the Bidder's representative responsible for providing qualified resources in response to a client's request and managing any contractual issues or disputes that may arise. The Bidder must demonstrate that the Client Demand Manager assigned to this requirement has a minimum of five years of recent experience in this role. Only experience claimed between January 1, 2010 and bid closing date will be considered for evaluation purposes.	
MTC3	Bidder's Contract Management Plan The Bidder must provide a contract management plan that describes how it will address the following elements if it is awarded a contract: a) How the Bidder will manage the transition between the resources that are currently under contract with the client and the Bidder's resources; b) How the Bidder will identify, select and deploy the required resources in a timely manner; c) What quality assurance practices the Bidder will apply to ensure that qualified and competent resources are provided to the client; and d) How the Bidder will manage replacement of personnel, if required, in a manner that minimizes a negative impact to the client's operational requirements.	
MTC4	Bidder's Experience Delivering and Supporting Business Transformation Services The Bidder must demonstrate that it has experience delivering and supporting business transformation services for an outside client's IM/IT project. To demonstrate this experience, the Bidder must provide the following information: a) Experience developing Business Models, vision, mission and objective for business transformation;	

MTC#	Mandatory Technical Criteria (MTC)	Bidder's Response (Reference to Substantiating Materials included in Bid)
	<ul style="list-style-type: none">b) Experience developing business cases, program charters and program plans to plan and implement business transformation;c) Experience developing business process management including mapping current state processes and visioning future state processes needed for transformation;d) Experience drafting program management artefacts for the planning, implementation and transition to operations of business transformation objectives;e) Experience implementing plans for the launch and continuous operations of PMOs;f) Experience developing Organizational Change Management Plans including internal and external communications, training and stakeholder engagement plans; andg) Experience developing PMO benefits plan including metrics and KPI's to measure ongoing progress and success and provide recommendations for course corrections. <p>“Outside Clients” are defined as legal entities that are not a parent, subsidiary or affiliate of the Bidder. This definition is applicable to all members of any Joint Venture submitting a bid.</p> <p>Only experience claimed between January 1, 2012 and bid closing date will be accepted for evaluation purposes.</p>	

ATTACHMENT 4.2

POINT-RATED TECHNICAL CRITERIA

WORKSTREAM 1 – BUSINESS SERVICES

Note to Bidders: A Word version of this document is available by sending a request by email to gail.cook@tpsgc-pwgsc.gc.ca

RTC#	Rated Technical Criteria (RTC)	Point Rating	Bidder's Response (Reference to Substantiating Materials included in Bid)
RTC1	<p>Bidder's Experience Providing Resources</p> <p>The Bidder should demonstrate that it has recent experience providing resources needed for the resource categories listed in the Statement of Work of this requirement to outside clients.</p> <p>"Outside Clients" are defined as legal entities that are not a parent, subsidiary or affiliate of the Bidder. This definition is applicable to all members of any Joint Venture submitting a bid.</p> <p>For the purposes of this rated criterion, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered.</p> <p>To demonstrate this experience, the Bidder must submit as part of its bid:</p> <ul style="list-style-type: none"> a) The name of each resource and the resource category and level they were billed for by the Bidder; and b) A signed certification from the resource that they had previously worked for the Bidder in a resource category the same as those listed in the Statement of Work of this requirement. <p>The Bidder must provide a signed certification from each resource claimed using Form R1 – Bidder Resource Certification found at the end of this Attachment.</p>	<p>Up to a maximum of 30 points will be awarded as follows:</p> <p>B.1 Business Analyst – Level 3</p> <p>1 resource = 1 point 2 resources = 2 points 3 resources = 3 points 4 resources = 4 points 5 resources = 5 points</p> <p>B.2 Business Architect – Level 3</p> <p>1 resource = 1 point 2 resources = 2 points 3 resources = 3 points 4 resources = 4 points 5 resources = 5 points</p> <p>B.4 Business Continuity/Disaster Recovery Specialist – Level 3</p> <p>1 resource = 1 point 2 resources = 2 points 3 resources = 3 points 4 resources = 4 points 5 resources = 5 points</p> <p>B.5 Business Process Re-Engineer – Level 3</p> <p>1 resource = 1 point 2 resources = 2 points 3 resources = 3 points 4 resources = 4 points 5 resources = 5 points</p>	

RTC#	Rated Technical Criteria (RTC)	Point Rating	Bidder's Response (Reference to Substantiating Materials included in Bid)
	<p>If any of the information is not provided in Form R1, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the information listed above within the time frame provided will render the bid non-responsive.</p> <p>Only experience claimed between January 1, 2012 and bid closing date will be considered for evaluation purposes.</p>	<p>B.7 Business Transformation Architect – Level 3 1 resource = 1 point 2 resources = 2 points 3 resources = 3 points 4 resources = 4 points 5 resources = 5 points</p> <p>B.14 Technical Writer – Level 3 1 resource = 1 point 2 resources = 2 points 3 resources = 3 points 4 resources = 4 points 5 resources = 5 points</p>	
RTC2	<p>Bidder's Client Demand Manager</p> <p>The Bidder should demonstrate the Client Demand Manager's experience by providing the following information:</p> <p>a) The number of years of experience in excess of MTC 2 serving as a Client Demand Manager for IM/IT Contracts;</p> <p>b) The number of years working for the Bidder applying the Contract management methodology claimed for Corporate mandatory criterion MTC3; and</p> <p>c) The number of resources the Client Demand Manager simultaneously managed under any contract(s) claimed, containing categories similar to those listed in the Statement of Work of this requirement.</p>	<p>Up to a maximum of 17 points will be awarded as follows:</p> <p>For part a) points will be awarded as follows: 5+ to 6 years = 1 point 6+ to 7 years = 2 points 7+ to 8 years = 3 points 8+ to 9 years = 4 points 9+ years = 5 points</p> <p>For part b) points will be awarded as follows: 1 point for six months of experience and 2 points for one year of experience will be awarded up to a maximum of 2 points.</p> <p>For part c) points will be awarded as follows: 5 to 10 resources = 2 points 11 to 20 resources = 4 points 21 to 30 resources = 6 points 31 to 40 resources = 8 points over 40 resources = 10 points</p>	

RTC#	Rated Technical Criteria (RTC)	Point Rating	Bidder's Response (Reference to Substantiating Materials included in Bid)
	<p>To demonstrate this experience the bidder should provide the following information for each contract claimed:</p> <ul style="list-style-type: none"> a) The name of each resource and the resource category and level they were billed for by the Bidder; b) The name of the organization the contract was with; c) Customer Reference Contact information; d) the start and end dates for the contract(s); e) the contract numbers; and f) The number of resources managed per contract. <p>Customer References may be contacted by Canada to verify the information provided in response to this criterion. See sub-article 3.2 Technical Bid, paragraph (iv) Customer Reference Contact Information of this bid solicitation for further instruction. Customer References are only required for the past two years from date of bid closing.</p> <p>Only contracts awarded between January 1, 2010 and bid closing will be considered for evaluation purposes.</p>		
RTC3	<p>The Bidder should demonstrate that it has recent experience managing separate IM/IT contracts simultaneously with an overlap of at least 12 months between them.</p> <p>Each contract claimed should have had a minimum value of \$2M (amendments and applicable taxes included).</p> <p>To demonstrate this experience the Bidder must provide the following information:</p>	<p>Points will be awarded for the number of contracts that overlapped by at least 12 months.</p> <p>2 contracts = 5 points 3 contracts = 8 points 4 contracts = 10 points 5 contracts = 12 points >5 contracts = 15 points</p>	

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RTC#	Rated Technical Criteria (RTC)	Point Rating	Bidder's Response (Reference to Substantiating Materials included in Bid)
	<p>a) The name of the organization the contract was with;</p> <p>b) The Customer Reference contact information;</p> <p>c) The Contract number;</p> <p>d) The value of the Contract (applicable taxes included);</p> <p>e) The Contract start and end dates; and</p> <p>f) A list of the resource categories provided under the contract.</p> <p>Customer References may be contacted by Canada to verify the information provided in response to this criterion. See sub-article 3.2 Technical Bid, paragraph (iv) Customer Reference Contact Information of this bid solicitation for further instruction. Customer References are only required for the past two years from date of bid closing.</p> <p>Only contracts awarded since January 1, 2012 will be considered for evaluation purposes.</p>		
Maximum Points Available:			62
Minimum Points Required:			43

ATTACHMENT 4.2

POINT-RATED TECHNICAL CRITERIA

WORKSTREAM 2 – PROJECT MANAGEMENT SERVICES

Note to Bidders: A Word version of this document is available by sending a request by email to gail.cook@tpsgc-pwgsc.gc.ca

RTC#	Rated Technical Criteria (RTC)	Point Rating	Bidder's Response (Reference to Substantiating Materials included in Bid)
RTC1	<p>Bidder's Experience Providing Resources</p> <p>The Bidder should demonstrate that it has recent experience providing resources needed for the resource categories listed in the Statement of Work of this requirement to outside clients.</p> <p>"Outside Clients" are defined as legal entities that are not a parent, subsidiary or affiliate of the Bidder. This definition is applicable to all members of any Joint Venture submitting a bid.</p> <p>For the purposes of this rated criterion, where the Bidder is a Joint Venture, services billed by any Joint Venture member will be considered.</p> <p>To demonstrate this experience, the Bidder must submit as part of its bid:</p> <ul style="list-style-type: none"> a) The name of each resource and the resource category and level they were billed for by the Bidder; and b) A signed certification from the resource that they had previously worked for the Bidder in a resource category the same as those listed in the Statement of Work of this requirement. <p>The Bidder must provide a signed certification from each resource claimed using Form R1 - Bidder Resource</p>	<p>Up to a maximum of 40 points will be awarded as follows:</p> <p>P.1 Change Management Consultant – Level 3</p> <p>1 resource = 1 point 2 resources = 2 points 3 resources = 3 points 4 resources = 4 points 5 resources = 5 points</p> <p>P.5 Project Executive – Level 3</p> <p>1 resource = 1 point 2 resources = 2 points 3 resources = 3 points 4 resources = 4 points 5 resources = 5 points</p> <p>P.9 Project Manager – Level 3</p> <p>1 resource = 1 point 2 resources = 2 points 3 resources = 3 points 4 resources = 4 points 5 resources = 5 points</p> <p>P.9 Project Manager – Release Manager – Level 3</p> <p>1 resource = 1 point 2 resources = 2 points 3 resources = 3 points 4 resources = 4 points 5 resources = 5 points</p> <p>P.10 Project Scheduler – Level 3</p> <p>1 resource = 1 point 2 resources = 2 points 3 resources = 3 points</p>	

RTC#	Rated Technical Criteria (RTC)	Point Rating	Bidder's Response (Reference to Substantiating Materials included in Bid)
	<p>Certification found at the end of this Attachment.</p> <p>If any of the information is not provided in Form R1, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the information listed above within the time frame provided will render the bid non-responsive.</p> <p>Only experience claimed between January 1, 2012 and bid closing date will be considered for evaluation purposes.</p>	<p>4 resources = 4 points 5 resources = 5 points</p> <p>P.12 Risk Management Specialist – Level 3 1 resource = 1 point 2 resources = 2 points 3 resources = 3 points 4 resources = 4 points 5 resources = 5 points</p> <p>P.13 Independent Information Technology Project Review Team Leader – Level 3 1 resource = 1 point 2 resources = 2 points 3 resources = 3 points 4 resources = 4 points 5 resources = 5 points</p> <p>P.14 Independent Information Technology Project Reviewer – Level 3 1 resource = 1 point 2 resources = 2 points 3 resources = 3 points 4 resources = 4 points 5 resources = 5 points</p>	
RTC2	<p>Bidder's Client Demand Manager</p> <p>The Bidder should demonstrate the Client Demand Manager's experience by providing the following information:</p> <p>a) The number of years of experience in excess of MTC2 serving as a Client Demand Manager for IM/IT Contracts;</p> <p>b) the number of years working for the Bidder applying the Contract management methodology claimed</p>	<p>Up to a maximum of 17 points will be awarded as follows:</p> <p>For part a) points will be awarded for years of experience as follows: 5+ to 6 years = 1 point 6+ to 7 years = 2 points 7+ to 8 years = 3 points 8+ to 9 years = 4 points 9+years = 5 points</p> <p>For part b) points will be awarded as follows:</p>	

RTC#	Rated Technical Criteria (RTC)	Point Rating	Bidder's Response (Reference to Substantiating Materials included in Bid)
	<p>for Corporate mandatory criteria MTC3; and</p> <p>c) The number of resources the Client Demand Manager simultaneously managed under any contract(s) claimed, containing categories similar to those listed in the Statement of Work of this requirement.</p> <p>To demonstrate this experience the bidder should provide the following information for each contract claimed:</p> <ul style="list-style-type: none"> a) The name of each resource and the resource category and level they were billed for by the Bidder; b) The name of the organization the contract was with; c) Customer Reference contact information; d) the start and end dates for the contract(s); e) the contract numbers; and f) The number of resources managed per contract. <p>Customer References may be contacted by Canada to verify the information provided in response to this criterion. See sub-article 3.2 Technical Bid, paragraph (iv) Customer Reference Contact Information of this bid solicitation for further instruction. Customer References are only required for the past two years from date of bid closing.</p> <p>Only contracts awarded between January 1, 2010 and bid closing will be considered for evaluation purposes.</p>	<p>1 point for six months of experience and 2 points for one year of experience will be awarded up to a maximum of 2 points.</p> <p>For part c) points will be awarded as follows:</p> <p>5 to 10 resources = 2 points 11 to 20 resources = 4 points 21 to 30 resources = 6 points 31 to 40 resources = 8 points over 40 resources = 10 points</p>	

RTC#	Rated Technical Criteria (RTC)	Point Rating	Bidder's Response (Reference to Substantiating Materials included in Bid)
RTC3	<p>The Bidder should demonstrate that it has recent experience managing separate IM/IT contracts simultaneously with an overlap of at least 12 months between them.</p> <p>Each contract claimed should have had a minimum value of \$2M (amendments and applicable taxes included).</p> <p>To demonstrate experience the Bidder should provide the following information:</p> <ul style="list-style-type: none"> a) The name of the organization the contract was with; b) The Customer Reference contact information; c) The Contract number; d) The value of the Contract (applicable taxes included); e) The Contract start and end dates; and f) A list of the resource categories provided under the contract. <p>Customer References may be contacted by Canada to verify the information provided in response to this criterion. See sub-article 3.2 Technical Bid, paragraph (iv) Customer Reference Contact Information of this bid solicitation for further instruction. Customer References are only required for the past two years from date of bid closing.</p> <p>Only contracts awarded since January 1, 2012 will be considered for evaluation purposes.</p>	<p>Points will be awarded for the number of contracts that overlapped by at least 12 months.</p> <p>2 contracts = 5 points 3 contracts = 8 points 4 contracts = 10 points 5 contracts = 12 points >5 contracts = 15 points</p>	
Maximum Points Available:			72
Minimum Points Required:			50

ATTACHMENT 5.1
**FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY -
CERTIFICATION**

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

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

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

Complete both A and B.

A. Check only one of the following:

- ☐ A1. The Bidder certifies having no work force in Canada.
- ☐ A2. The Bidder certifies being a public sector employer.
- ☐ A3. The Bidder certifies being a federally regulated employer being subject to the [Employment Equity Act](#).
- ☐ A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.
- A5. The Bidder has a combined workforce in Canada of 100 or more employees; and
- ☐ A5.1 The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour.

OR

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

B. Check only one of the following:

- ☐ B1. The Bidder is not a Joint Venture.

OR

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

ATTACHMENT 5.2

SET-ASIDE FOR ABORIGINAL BUSINESS - CERTIFICATION

1. This procurement is set aside under the federal government Procurement Strategy for Aboriginal Business. For more information on Aboriginal business requirements of the Set-aside Program for Aboriginal Business, see Annex 9.4, Supply Manual.
2. The Bidder:
 - i. certifies that it meets, and will continue to meet throughout the duration of any resulting contract, the requirements described in the above-mentioned annex;
 - ii. agrees that any subcontractor it engages under any resulting contract must satisfy the requirements described in the above-mentioned annex; and
 - iii. agrees to provide to Canada, immediately upon request, evidence supporting any subcontractor's compliance with the requirements described in the above-mentioned annex.
3. The Bidder must check the applicable box below:
 - i. ☐ The Bidder is an Aboriginal business that is a sole proprietorship, band, limited company, co-operative, partnership or not-for-profit organization.

OR
 - ii. ☐ The Bidder is either a joint venture consisting of two or more Aboriginal businesses or a joint venture between an Aboriginal business and a non-Aboriginal business.
4. The Bidder must check the applicable box below:
 - i. ☐ The Aboriginal business has fewer than six full-time employees.

OR
 - ii. ☐ The Aboriginal business has six or more full-time employees.
5. The Bidder must, upon request by Canada, provide all information and evidence supporting this certification. The Bidder must ensure that this evidence will be available for audit during normal business hours by a representative of Canada, who may make copies and take extracts from the evidence. The Bidder must provide all reasonably required facilities for any audits.
6. By submitting a bid, the Bidder certifies that the information submitted by the Bidder in response to the above requirements is accurate and complete.

I, _____ am an owner and/or full-time employee of _____.
(NAME) (NAME OF BUSINESS)

Signature

Date

ATTACHMENT 5.3

CANADIAN CONTENT CERTIFICATION

Canadian Content Certification	
As described in the solicitation, bids with at least 80% Canadian content are being given a preference. For the definition of Canadian goods and services, consult the PWGSC SACC clause A3050T.	
On behalf of the bidder, by signing below, I confirm that [<i>check the box that applies</i>]:	
At least 80 percent of the total bid price consists of Canadian services (as defined in the solicitation)	
Less than 80 percent of the total bid price consists of Canadian services (as defined in the solicitation)	
Name of the Authorized Representative of Bidder: _____	
Signature of the Authorized Representative of Bidder: _____	
Solicitation Number: G9292-176717/B	

FORM M1
BIDDER'S CORPORATE EXPERIENCE

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BIDDER'S CORPORATE EXPERIENCE

In accordance with the requirements of mandatory evaluation criterion MTC1, please provide the following information for each contract claimed:

- a) The name of the organization the contract was with:
- b) The Customer Reference contact information:
- c) The Contract number:
- d) The value of the Contract (amendment and applicable taxes included):
- e) The Contract start and end dates:
- f) The number of years of work completed (must be equal to or greater than 1 year):
- g) The provision of a list of 15 resources that performed IM/IT services under the contract along with the resource category and level, and a brief description of the services performed by the resource (2 to 3 sentences maximum).

(1) Name:

Resource Category and Level:

Brief Description of Services performed:

(2) Name:

Resource Category and Level:

Brief Description of Services performed:

(3) Name:

Resource Category and Level:

Brief Description of Services performed:

(4) Name:

Resource Category and Level:

Brief Description of Services performed:

(5) Name:

Resource Category and Level:

Brief Description of Services performed:

(6) Name:

Resource Category and Level:

Brief Description of Services performed:

(7) Name:
Resource Category and Level:
Brief Description of Services performed:

(8) Name:
Resource Category and Level:
Brief Description of Services performed:

(9) Name:
Resource Category and Level:
Brief Description of Services performed:

(10) Name:
Resource Category and Level:
Brief Description of Services performed:

(11) Name:
Resource Category and Level:
Brief Description of Services performed:

(12) Name:
Resource Category and Level:
Brief Description of Services performed:

(13) Name:
Resource Category and Level:
Brief Description of Services performed:

(14) Name:
Resource Category and Level:
Brief Description of Services performed:

(15) Name:
Resource Category and Level:
Brief Description of Services performed:

Solicitation Number:
G9292-176717/B

Amendment Number:

Buyer ID:
380zm

FORM R1
BIDDER RESOURCE CERTIFICATION

FORM R1
BIDDER RESOURCE CERTIFICATION

I certify that I have previously worked for the Bidder as an IM/IT consultant or employee in the category and level indicated below.

Name of resource (Print):

Resource category and Level:

Start and end date:

Signature of resource: