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**SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION**

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

Comments - Commentaires

Vendor/Firm Name and Address

**Raison sociale et adresse du
fournisseur/de l'entrepreneur**

Issuing Office - Bureau de distribution

Training and Specialized Services Division/Division de

la formation et des services spécialisés

Terrasses de la Chaudière 5th Floo

Terrasses de la Chaudière 5e étage

10 Wellington Street,

10, rue Wellington,

Gatineau

Québec

K1A 0S5

Title - Sujet End-to-End Learning Service	
Solicitation No. - N° de l'invitation W0103-166712/A	Amendment No. - N° modif. 003
Client Reference No. - N° de référence du client W0103-166712	Date 2019-04-12
GETS Reference No. - N° de référence de SEAG PW-\$\$ZH-141-34608	
File No. - N° de dossier 141zh.W0103-166712	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2019-04-24	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: Roy, Paul	Buyer Id - Id de l'acheteur 141zh
Telephone No. - N° de téléphone (613) 858-9621 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée	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

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Solicitation Amendment 003

This amendment is raised in order to correct administrative errors post questions and answers received up to April 4, 2019

Q21. Reference: RFP document, Annex E, Section 1 (Mandatory Technical Criteria), Work Stream # 3, Criteria #M3.1, and Annex E, Section 2 (Point Rated Technical Criteria), Work Stream # 3 (Category 4), Criteria #R3.1, Item #3.

We note that the Photographer role and Narrator role within RFP Annex A SOW para. 6.1 both have an estimated Level of Effort annually at 30 BD, which based on the RFP Annex A SOW para. 6.1 represent individually less than 1% of the overall contract work. This 1% figure is consistent with the bidders experience for the Narrator and Photographer roles across the spectrum of previous programs. However, within Annex E, Section 2 (Point Rated Technical Criteria), Work Stream # 3, Criteria #R3.1, Item #8 the Narrator role has a related evaluated minimum set at 80 BD with scored ranges of 81 to 121 BDs while the Item# 3 Photographer is has an evaluated minimum of 600 BD with scored ranges of 901 to 1301 BD (or 4,500 up to 9,757.5 hours).

We suspect that there is an advertent copy and paste/calculation error as the Photographer role's evaluated minimum is set at 600 BD while the scored ranges are from 901 to 1301 BD. This is the only example found in the RFP where there is a gap between the evaluated minimum and the start of the scored ranges. This assumption of a cut and paste error is reinforced given that the item above the Photographer, within Annex E, Section 2 (Point Rated Technical Criteria), Work Stream # 3, Criteria #R3.1, Item# 2 (Intermediate Graphics Designer), happens to matches the evaluated minimum of 600 BD, while the item below, Item # 4 (Senior Animator), happens to match the scored ranges of scored ranges are from 901 to 1301 BD.

Also noting that Annex E, Section 2 (Point Rated Technical Criteria), Work Stream # 3, Criteria #R3.1 Item# 3 Photographer "80 BD" happens to equate to 600 Billable hours (80 BD X 7.5 hrs/day = 600 hours), we also suspect that the original intention may been a conversion issue from Billable hours to Billable Days thus meaning the Narrator and Photographer would be evaluated similarly. The consequence of the current scoring criteria has the consequence of providing enhanced emphases on the depth of experience required for the Photographer role in comparison to that of the Narrator which seems at odds to the similar estimated Level of Effort annually of 80 BD for both these roles.

RECOMMENDATION: It is recommended that the BD criteria for Photographer be reduced to be consistent with the Narrator at the evaluated minimum set at 80 BD with scored ranges of 81 to 121 BDs, given the relatively small portion of the overall SOW requirement.

Specifically, it is recommended that within Annex E, Section 1 (Mandatory Technical Criteria), Work Stream # 3, Criteria #M3.1, that the Photographer minimum BD be reduced from "600 BD" to "80 BD" and accordingly the Annex E, Section 2 (Point Rated Technical Criteria), Work Stream # 3, Criteria #R3.1, Item #3 also reduced to "80 BD with a range of 81 to 121".

A.21 See Revised Annex E, Point Rated Criteria attached.

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Q.22 Annex A, 6.0 Resource Streams and Estimated level of Effort (page 23), states that the estimated Annual Level of Effort for the Photographer Resource Category is 30 billable days.

Annex E Mandatory & Point Rated Criteria, in R3.1 (page 79), the minimum billable days required for the Photographer Resource Category is listed as 600 minimum BD, with a point rated range of 901-1301.

Two comments:

- First, the point range of 900-1301 billable days does not match the minimum of 600 billable days, and the entire range of 600-1301 billable days seems very high for a resource that is only expected to be used for 30 billable days per year.

- Second, our experience from developing very recent, Future Naval Training System (FNTS) Technology Enabled Learning (TEL) products for the Royal Canadian Navy (RCN) shows that actual billable days for photography is very minimal. For example, only 3 days of photography aboard a warship generated enough reference materials for 250 days of modeling, which is a 1.2% ratio.

Therefore, when we apply the same 1.2% ratio to the expected graphics and animation annual billable days, we request that you change the Photography Resource Category billable days minimum to 30 billable days and a scoring range of 30 - 52 billable days.

A.22 See Revised Annex E, Point Rated Criteria attached.

Q.23 Annex A, 6.0 Resource Streams and Estimated level of Effort (page 23), states that the estimated Annual Level of Effort for the Audio Producer Resource Category is 100 billing days.

Annex E Mandatory & Point Rated Criteria, in R3.1 (page 79), the minimum billing days (BD) required for the Audio Producer Resource Category is listed as 750 minimum BD, with a point rated range of 751-1051 BD. Our experience from developing very recent, Future Naval Training System (FNTS) Technology Enabled Learning (TEL) products for the Royal Canadian Navy (RCN) shows that actual billing days for Audio Producer is usually about 5% of the Video Producer. For example, a 6-week video production with 90 days of Animation, Video Producer, Multimedia Director, and Narrator only required 5 BD for score and audio mastering (roughly 5% ratio). Therefore, would the Crown consider reducing the Audio Producer minimum BD to 38 BD, with a scoring range of 38-58 BD, which would equate to 5% of the Video Producer minimum BD and scoring range?

A.23 See Revised Annex E, Point Rated Criteria attached.

Q.24 For R2.3 (page 76) and R2.4 (page 77), the Crown is offering 5 points in each category for "DLN/AFILLE technology/environment". Please verify that this means that either DLN or AFILLE are acceptable, and that both are not required.

A.24 Either DLN or AFILLE are acceptable. See Revised Point Rated Criteria attached.

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Q.25 For R2.3 (page 76), the Crown is offering 3 points for “MS Publisher technology/environment”. Will the Crown accept other authoring tools as equivalent if they are already proven for DLN and RCN training? MS Publisher is restrictive for modern, engaging media-rich eLearning development. MS Publisher may be ok for creating guides, but it is not a responsive software suite and not good for creating eLearning content. eLearning content. There are many more powerful authoring tools available such as Captivate and Articulate, and eLearning authored on these tools are in use on the DLN for RCN training today. Additionally, scripting and authoring tools are in the domain of a Rapid eLearning programmer, where a Custom eLearning Programmer would more likely use game engines and powerful languages like C Sharp and C++. Having an expensive asset use authoring tools is frivolous. MS publisher will not meet the operating requirements of SCORM or the future cloud based DLN (SCORM and Tin Can (xAPI)).

A.25 See Revised Annex E, Point Rated Criteria attached.

Q.26 For R2.3 (page 76), the Crown is offering 3 points for “3D Studio Max technology/environment”. Will the Crown accept Maya as equivalent? Maya is compatible with/interoperable with 3D Studio Max. Also, modelers and animators use 3D Studio max, and then Custom Programmers import the file (in FBX format) after the modelers and animators are complete. In our experience, Custom Programmers do not use 3D Studio Max (or equivalents) to manipulate 3D objects.

A.26 See Revised Annex E, Point Rated Criteria attached.

Q.27 For R2.3 (page 76), the Crown is offering 3 points for “Modest Tree 3D technology/environment”. Will the Crown accept UNITY 3D as an equivalent? Modest Tree 3D is a specific API that sits on top of UNITY 3D.

A.27 See Revised Annex E, Point Rated Criteria attached.

Q.28 For R2.3 (page 76), the Crown is offering 3 points for “Bohemia Interactive – Virtual Battlespace technology/environment”. Will the Crown accept UNITY 3D, which is currently deployed on the DWAN and DLN by the RCN and which serves as the 3D software basis of the Navy’s Virtual Ship? Also, VBS is an Army-focused, first-person/third-person game engine which is very hard to customize and requires purchases through its “App”-style armory (adding potential expense to the Crown).

A.28 See Revised Annex E, Point Rated Criteria attached.

Q.29 For R2.4 (page 77), the Crown is offering 2 points for “3D Studio Max technology/environment”. Would the Crown strike the requirement for 3D Studio Max for R2.4, or would the Crown accept Maya as an equivalent to 3D Studio Max? 3D Studio Max is a modeling and animation software and is therefore the domain of a Modeler or Animator. A Rapid Programmer may import renders from 3D Studio Max, but would not

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manipulate the objects in the software. Maya is compatible with/interoperable with 3D Studio Max.

A.29 See Revised Annex E, Point Rated Criteria attached.

Q.30 For R2.4 (page 77), the Crown is offering 2 points for “MS Publisher technology/environment”. Will the Crown accept other authoring tools as equivalent if they are already proven for DLN and RCN training? There are many more powerful authoring tools available such as Captivate and Articulate, eLearning authored on these tools are in use on the DLN for RCN training today. MS Publisher is restrictive for modern, engaging media-rich eLearning development. MS Publisher may be ok for creating guides, but it is not a responsive software suite and not good for creating eLearning content. ELearning content are many more powerful authoring tools available such as Captivate and Articulate, and eLearning authored on these tools are in use on the DLN for RCN training today. MS publisher will not meet the operating requirements of SCORM or the future cloud based DLN (SCORM and Tin Can (xAPI)).

A.30 See Revised Annex E, Point Rated Criteria attached.

Q.31 For R2.4 (page 77), the Crown is offering 2 points for “Modest Tree 3D technology/environment”. Will the Crown accept UNITY 3D as an equivalent? Modest Tree 3D is a specific API that sits on top of UNITY 3D. Exporting Unity WebGL interactions and imbedding them in Captivate or Articulate is the same as Modest 3D Explorer. (MS Publisher would not allow either).

A.31 See Revised Annex E, Point Rated Criteria attached.

Q.32 For R2.4 (page 77), the Crown is offering 2 points for “Bohemia Interactive – Virtual Battlespace technology/environment. Will the Crown consider striking this requirement as Rapid eLearning Programmers do not use custom game engines for their work.

A.32 The requirement remains.

Q.33 For R2.3 (page 76), the Crown is offering 4 points for “Pearl technology/environment”. Will the Crown accept C++ or C Sharp? Pearl is an obsolete scripting language, and is not compatible with modern VR/AR software, therefore is against the goals also stated as “Integrates Virtual/Augmented Reality into training environment – 5 points”.

A.33 See Revised Annex E, Point Rated Criteria attached.

Q.34 For R3.2 (page 80), the Crown is offering 3 points for “3D Studio Max technology/environment”. Will the Crown accept Maya as equivalent? Maya is compatible with/interoperable with 3D Studio Max. Also, modelers and animators use 3D Studio max, and then Custom Programmers import the file (in FBX format) after the modelers and animators are complete. In our experience.

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A.34 See Revised Annex E, Point Rated Criteria attached.

Q.35 For R3.2 (Page 80), the crown is offering 3 points for “Articulate Storyline/ studio”. This is a recommended technology for Rapid eLearning developers. Will the crown move this to R2.4? Technologies that align with the goals of the crown, and the RCN’s future naval training strategy for R3.2 would include:

- **Maya / 3D studio Max (Animator)**
- **Modest Tree 3D / Unity 3D Scripting (Animator)**
- **Adobe Suite**
 - **Illustrator (Graphic Artist)**
 - **Photoshop (Graphic Artist / Photographer)**
 - **After Effects (Animator / Video Producer)**
 - **Premier (Video Producer)**
 - **Encore (Audio Producer)**
- **Sculptor (Animator)**
- **SolidWorks (Animator)**
- **Blender (Animator)**

A.35 See Revised Annex E, Point Rated Criteria attached.

Q.36 Annex E, Section 1 (Mandatory Technical Criteria), Work Stream # 3, Criteria #M3.1 and Annex E, Section 2 (Point Rated Technical Criteria), Work Stream # 3, Criteria #R3.1, Item #6

We note that the Audio Producer role within RFP Annex A SOW para. 6.1 has an estimated Level of Effort annually at 100 BD, which based on the RFP Annex A SOW para. 6.1 represents approximately 2% of the overall contract work. This 2% figure is consistent with the bidders experience for the Audio Producer role across the spectrum of previous programs. However, within Annex E, Section 2 (Point Rated Technical Criteria), Work Stream # 3, Criteria #R3.1, Item #6 the Audio Producer role has a related evaluated minimum set at 750 BD with scored ranges of 751 to 1051 BDs while the BD OE requested for the Audio Producer is at least 5% of the total BD OE requested.

RECOMMENDATION: It is recommended that the BD criteria for Audio Producer be reduced to be consistent with the expected utilization rate of approximately 2% of the yearly work effort. Extrapolating at the utilization rate, the BD demonstration therefore should be approximately 301 BD for 5 points, 361 BD for 10 points and 431 BD for 15 points, given the relatively small portion of the overall SOW requirement.

Specifically, it is recommended that within Annex E, Section 1 (Mandatory Technical Criteria), Work Stream # 3, Criteria #M3.1, that the Audio Producer minimum BD be reduced from “750 BD” to “300 BD” and accordingly the Annex E, Section 2 (Point Rated Technical Criteria), Work Stream # 3, Criteria #R3.1, Item #6 also reduced to “300 BD with a range of 301 to 431”.

A.36 See Revised Annex E, Point Rated Criteria attached.

Q.37 Please refer to Q&A7 of amendment 1, Annex E, Mandatory & Point-rated Criteria and CM5 and CR7 to CR10, we respectfully ask that the Crown reconsider A7 of amendment 1. Courseware deliverables to customers such as Department of National Defence are considered proprietary (as per clause 2.6 Basis for Canada’s ownership of Intellectual

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Property of RFP). Courseware deliverables to the CAF are uploaded and stored on DND DLN and therefore not retrievable by the Contractors that produced them as they belong to the Crown and may be subject to Controlled Goods and/or ITAR restrictions. Providing reference material to such courseware on DVD is then subject to the Crown's approval and is difficult to obtain.

Therefore, we strongly suggest that in lieu of DVDs, the Crown allows the bidder to submit links to the DLN for assessment of courseware examples that the bidder has produced.

A.37 DND needs to ensure a level playing field for potential bidders and also ensure that the bid evaluators have access to the materials provided. External links are not always available through our firewall. DVD's ensure a level playing field, are easy to access for evaluation and are a standard format for evaluation. We don't see the argument for links from the reasoning provided in the question.

For this process DND is ensuring that we don't need to look at our existing DLN courses. The final DLN course may have been created from many different media and deliverables, and it will be difficult to discern which materials were created by bidders and which ones were not. Bidders must not send any Controlled Goods/ITAR materials with their solicitation. They must assume that the personnel processing the bid and the evaluators do not have the need to know for those materials. Being an evaluator does not constitute a need to know.

Q.38 At Attachment 1 to Annex E, Bidder's Response Template

Corporate References states "Corporate Involvement" needs to be completed. In the RFP there is no definition on what is required for this section, Can you please provide instructions required for this section."

A.38 what is expected is what was your involvement (role) in the project that you are referencing

Q.39 Part 3 – Bid Preparation Instructions - Section IV: Additional Information

It does not state how many copies are required for Section IV: Additional Information. Can the Crown please verify how many copies needs to be provided for Section IV.

A.39 One copy

Delete ANNEX E in its entirety

And replace with the following:

**ANNEX E
MANDATORY & POINT-RATED CRITERIA (Revised)**

1.0 Mandatory Technical Criteria

1.1 The bid must meet the mandatory technical criteria specified below. The Bidder must provide the necessary documentation to support compliance with this requirement.

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1.2 Bids which fail to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion should be addressed separately.

1.3 The Bidder is responsible to fill out column 3 of the tables below (Cross Reference) to show where they have addressed the various criteria in their proposal submission.

1.4 The Bidder means the person or entity (or, in the case of a joint venture, the persons or entities) who submit a proposal to perform a service. It does not include the parent, subsidiaries or affiliates of the Bidder, or its subcontractors.

ID	Corporate Mandatory Criteria	Bidder's Cross Reference
CM1	<p>The Bidder must have a minimum of 208 weeks of experience within the last six (6) years, from date of bid closing, in providing the services of multiple personnel at one time (minimum 10 personnel) for multiple tasks running simultaneously (minimum of 10 tasks) for training development, as described in Annex A.</p> <p>To demonstrate their experience, the Bidder must provide, as a minimum and as per Attachment 1, the following:</p> <ul style="list-style-type: none">(a) Description of the services provided, including the number of personnel, number of projects running simultaneously, type of work the personnel performed, period of time the bidder provided the services to its clients during the month and year; and(b) Contact name and information for Bidder's clients to which Bidder provided services quoted above to meet minimum experience requirement of CM1. The Bidders clients may be contacted by Canada to validate the information provided by the Bidder.	
CM2	<p>The Bidder must provide a project management plan which must demonstrate how this contract will be managed in order to meet the requirements of Annex A. If Bidder proposes work by their resources may be carried out from locations geographically separated from each other and from the Navy then this will need to be explained in the plan. The project management plan will be evaluated according to corporate rating criteria at CR2</p>	

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CM3	<p>Bidder must provide the name of the proposed Client Project Manager who will act as Client Manager (CM) for this contract as specified in Annex A (Statement of Work).</p> <p>The proposed Client Project Manager Must have a minimum of 6 years experience as a Project Manager, including a minimum of 3 years experience in managing eLearning and/or software projects, including a minimum of 1 year of experience in managing eLearning projects.</p> <p>Must have a minimum of 2 years of experience within the last 6 years managing a contract with:</p> <ul style="list-style-type: none">• Multiple personnel (minimum 15 persons);• Multiple, simultaneous projects (minimum 5 projects);• Sourcing multiple personnel resources;• Preparation of time sheets and expenditure reports;• Overall monitoring and reporting of project performance.	
CM4	<p>The proposed Client Project Manager must have a University degree (in any field) or a College Diploma (in any field) and must have a Project Management Professional (PMP) certification from the Project Management Institute.</p>	
CM5	<p>Bidder must provide one sample of each of the following training products delivered by the Bidder within the last five (5) years prior to bid closing. It is mandatory that each sample fits and will be delivered on no more than one DVD each. If provided in English and French, each language may be provided on a clearly marked separate disc for a total of 8 DVDs if delivered in both languages. The provided samples must, as a minimum, incorporate the components outlined in 1 thru 4 below.</p> <p>1) Basic E-Learn lesson consisting of:</p> <ul style="list-style-type: none">• Outline of lesson• Maximum 1 hour to complete• Simple text• Simple graphics• Not interactive• No audio• No voice• Test/quiz questions <p>2) Interactive eLearning Lesson consisting of:</p> <ul style="list-style-type: none">• Outline of lesson• Maximum 1 hour to complete• Simple text• Simple graphics• Basic audio/voice• Basic video• Test/quiz questions• At least 30% interactive exercises/drills to reinforce knowledge• Liberal application of multi-media – animations/audio/video	

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	<p>3) Advanced eLearning Lesson consisting of:</p> <ul style="list-style-type: none">• Outline of lesson• Maximum 1 hour to complete• Simple text• Simple graphics• Audio/voice• At least 60% simulations/serious games• Avatars <p>4) Multi-media training presentation consisting of:</p> <ul style="list-style-type: none">• Training video• Less than 30 minutes in viewing length• Technical topic• Audio/voice• Video HD quality <p>Notes:</p> <p>If it is impractical to separate a lesson from the remainder of a course package, it is permissible for the Bidder to submit the course package, as long as it still fits on one DVD. The Bidder should specify which lesson they wish to be evaluated. Samples provided must be of a technical topic and must run under Windows 7 and Windows 10 with an Internet Explorer 11 environment.</p> <p>If proprietary or special software is required to run any provided sample(s), the bidder must provide the required supporting program(s) to the Technical Authority at no extra cost to Canada.</p>	
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Workstream #1 – Instructional Design and Development Services		
ID	Resources Mandatory Criteria	Bidder's Cross Reference
M1.1	<p>The Bidder must demonstrate the minimum billable days for the Resource Categories identified below. To be accepted:</p> <ol style="list-style-type: none">1) The billable days must have been for the delivery of professional Learning services;2) The billable days must have occurred within the past five (5) years prior to bid closing;3) The billable days must have been provided under a maximum of 5 contracts; and4) The work billed for the resource category must include at least 60% of the associated tasks listed in Annex A of the Statement of Work for resource category. <p>The bidder must provide a completed Billable Days Response Template (Attachment 2). The Bidders' Response Template for Corporate References (Attachment 1) must be completed for each contract reference identified in the Billable Days Response Template.</p> <p>Minimum *Billable Days per category:</p> <ul style="list-style-type: none">• Senior Technical Writer 90 Billable days• Intermediate Technical Writer 70 Billable days <p><i>*One billable day = 7.5 hours</i></p>	

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Workstream #2 – Custom and Rapid eLearning Product Programming		
ID	Resources Mandatory Criteria	Bidder's Cross Reference
M2.1	<p>The Bidder must demonstrate the minimum billable days for the Resource Categories identified below. To be accepted:</p> <ul style="list-style-type: none">i. The billable days must have been for the delivery of professional Learning services;ii. The billable days must have occurred within the past five (5) years prior to the bid closing;iii. The billable days must have been provided under a maximum of 5 contracts; andiv. The work billed for the resource category must include at least 60% of the associated tasks listed in Annex A of the Statement of Work for resource category. <p>The bidder must provide a completed Billable Days Response Template (Attachment 2). The Bidders' Response Template for Corporate References (Attachment 1) must be completed for each contract reference identified in the Billable Days Response Template.</p> <p>Minimum *Billable Days per category:</p> <p>Advisor in e-Learning & Learning Technology: 90 Billable days Senior Custom eLearning Programmer: 120 Billable days Intermediate Custom eLearning Programmer: 90 Billable days Junior Custom eLearning Programmer: 50 Billable days Senior Rapid eLearning Programmer: 80 Billable days Senior Quality Assurance Specialist: 90 Billable days Senior Tester: 80 Billable days Intermediate Tester: 60 Billable days</p> <p>*One billable day = 7.5 hours</p>	

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Workstream #3 – Multi-Media Design and Development		
ID	Resources Mandatory Criteria	Bidder's Cross Reference

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M3.1	<p>The Bidder must demonstrate the minimum billable days for the Resource Categories identified below. To be accepted:</p> <p>i. The billable days must have been for the delivery of professional Learning services; ii. The billable days must have occurred within the past five (5) years prior to the bid closing;</p> <p>iii. The billable days must have been provided under a maximum of five (5) contracts; and iv. The work billed for the resource category must include at least 60% of the associated tasks listed in Annex A of the Statement of Work for resource category.</p> <p>The bidder must provide a completed Billable Days Response Template (Attachment 2). The Bidders' Response Template for Corporate References (Attachment 1) must be completed for each contract reference identified in the Billable Days Response Template.</p> <p>Minimum *Billable Days per category:</p> <p>Senior Graphics Designer 90 Billable days Intermediate Graphics Designer 60 Billable days Photographer 60 Billable days Senior Animator 90 Billable days Video Producer 75 Billable days Audio Producer 60 Billable days Multimedia Director 75 Billable days Narrator 20 Billable days</p> <p>*One billable day = 7.5 hours</p>	
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Workstream #4 – Project Management

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ID	Resources Mandatory Criteria	Bidder's Cross Reference
M4.1	<p>The Bidder must demonstrate the minimum billable days for the Resource Category identified below. To be accepted:</p> <ul style="list-style-type: none">i. The billable days must have been for the delivery of professional Learning services;ii. The billable days must have occurred within the past five (5) years prior to the bid closing;iii. The billable days must have been provided under a maximum of 5 contracts; andiv. The work billed for the resource category must include at least 60% of the associated tasks listed in Annex A of the Statement of Work for resource category. <p>The bidder must provide a completed Billable Days Response Template (Attachment 2). The Bidders' Response Template for Corporate References (Attachment 1) must be completed for each contract reference identified in the Billable Days Response Template.</p> <p>Minimum *Billable Days per category:</p> <p>Client Project Management: 100 Billable days</p> <p>* One billable day = 7.5 hours</p>	

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2. Point Rated Technical Criteria (Revised))

Bids which meet all the mandatory technical criteria will be evaluated and scored as specified in the tables below.

Bids which fail to obtain the required minimum number of points specified for each category will be declared non-responsive. The Required pass mark per Criterion is 60%. Each point rated technical criterion should be addressed separately.

#	Category	Maximum Technical Points Available	Required Pass Mark (60%)
1	Corporate Rated Criteria	335	201
2	Workstream # 1: Instructional Design & Development Services	35	21
3	Workstream # 2: Custom and Rapid eLearning Product Programming	203	149
4	Workstream # 3: Multi-Media Design and Development	121	85
5	Workstream # 4: Project Management	35	21
		729	477

It is the Bidder's responsibility to insert into the column to the right, the cross-reference to their Bid submission as to where the Evaluation Team is to find the substantiation for the Bidder's response to the factors or criteria outlined in the column to the left

Criteria	Corporate Rated Criteria	Max Points (Up to)	Total Max Points (Up to)	Evaluation Guidelines	Bidder's Cross Reference
CR1	Overall technical Bid Proposal approach and methodology as assessed by evaluation team:		60	15 points = Comprehensive Bidder fully addresses all aspects of SOW with precision and relevance, convincingly demonstrates that it will meet Canada's requirements. 10 points = Good Bidder fully addresses all aspects of SOW with satisfactory level of detail, accuracy and relevance, demonstrates a likelihood of meeting Canada's requirements.	
	1) Clarity of presentation and depth of understanding of RCN Training Development needs (5, 10 or 15 points).	15			
	2) Design proposal effectiveness, redundancy, scalability (5, 10 or 15 points).	15			
	3) Alignment to functional and technical requirements specified in Annex A SOW (5, 10 or 15 points).	15			

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	4) Was proposal comprehensive, providing exhaustive coverage of all Annex A SOW requirements? (5, 10 or 15 points).	15		5 points = Marginal Bidder addresses all aspects of SOW but with limited information and attention to detail and demonstrates the possibility to meet Canada's requirements. Contains gaps, relevant information missing, response not directly relevant.
CR2	Project Management Plan		150	15 points = Comprehensive Bidder fully addresses all aspects of SOW with precision and relevance, convincingly demonstrates that it will meet Canada's requirements. 10 points = Good Bidder fully addresses all aspects of SOW with satisfactory level of detail, accuracy and relevance, demonstrates a likelihood of meeting Canada's requirements. 5 points = Marginal Bidder addresses all aspects of SOW but with limited information and attention to detail and demonstrates the possibility to meet Canada's requirements. Contains gaps, relevant information missing, response not directly relevant.
	a) Bidders understanding of Canada's requirement and the Bidder's strategy to meet that requirement; (5, 10 or 15 points)	15		
	b) An organization chart listing staff, roles and responsibilities as it pertains to this requirement; (5, 10 or 15 points)	15		
	c) Invoicing process; (5, 10 or 15 points)	15		
	d) Critical timelines and paths; (5, 10 or 15 points)	15		
	e) Management of multiple simultaneous on-going task authorizations; (5, 10 or 15 points)	15		
	f) Staffing plan to attract, retain, train and provide for turnover of personnel resources to meet the anticipated volume of resources and concurrent activity this requirement will involve; (5, 10 or 15 points)	15		
	g) Risks to this project anticipated by the bidder and how they will be managed by the Bidder; (5, 10 or 15 points)	15		
	h) Quality Assurance of both personnel resources and deliverables and Quality Control and Testing of deliverables; (5, 10 or 15 points)	15		
	i) Communications strategy with resources and Technical Authority to ensure smooth, seamless execution of this project and individual tasks; (5, 10 or 15 points)	15		
j) Exit management plan for execution upon expiry or	15			

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	termination of this contract. (5, 10 or 15 points)					
CR3	Number of years the Bidder has been providing Instructional Design and Development Services.	15	15	1 to 5 years: 5 points 6 to 7 years: 10 points 8 plus years: 15 points		
CR4	Number of years the Bidder has been providing Custom and Rapid eLearning Product Programming services.	15	15	1 to 5 years: 5 points 6 to 7 years: 10 points 8 plus years: 15 points		
CR5	Number of years the Bidder has been providing Multi-Media Design and Development services.	15	15	1 to 5 years: 5 points 6 to 7 years: 10 points 8 plus years: 15 points		
CR6	Number of years the Bidder has been providing Project Management Services.	15	15	1 to 5 years: 5 points 6 to 7 years: 10 points 8 plus years: 15 points		
CR7	Bidder to provide one (1) sample of their Basic level E-Learn lesson.	1	12	For point to be awarded, Bidder should explain what product was, delivered to CAF and when, to which unit and location of delivery. In the column to the right, Bidder should indicate where in their submission (Cross Reference) they have covered the evaluation factor from the second column to the left.		
	The bidder should have successfully delivered this learning product type to CAF in the past. Intent is to demonstrate Bidder experience with challenges of training CAF personnel. If sample product provided was previously delivered successfully to Canadian Armed Forces.					
	Unilingual English or French (1 point)					
	Bilingual – English and French (3 points)					
	Factors to be Evaluated:					
	Logical Presentation of Lesson					
	*Information divided into logical modules to support information retention					1
	Comprehensive Content					
	*Lesson explains objective(s) of lesson					1
*Material presented covers the objective(s)	1					
*Reinforcement of subject matter provided (summary)	1					
*Evaluation (Quiz)	1					

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	Graphics			
	*Graphics support and reinforce the lesson topic	1		
	*Graphics are accurate	1		
	*Graphics are visible (good colour/contrast selection)	1		
CR8	Bidder to provide one (1) sample of their Interactive level E-Learn lesson. The bidder should have successfully delivered this learning product type to CAF in the past. Intent is to demonstrate Bidder experience with challenges of training CAF personnel. If sample product provided was previously delivered successfully to Canadian Armed Forces.	1	17	For point to be awarded, Bidder should explain what product was, delivered to CAF and when, to which unit and location of delivery. In the column to the right, Bidder should indicate where in their submission (Cross Reference) they have covered the evaluation factor from the second column to the left.
	Unilingual English or French (1 point)			
	Bilingual – English and French (3 points)	3		
	Factors to be Evaluated:			
	Logical Presentation of Lesson			
	*Information divided into logical modules to support information retention	1		
	Comprehensive Content			
	*Lesson explains objective(s) of lesson	1		
	*Material presented covers the objective(s)	1		
	*Reinforcement of subject matter provided (summary)	1		
	*Evaluation (Quiz)	1		
	Graphics			
	*Graphics support and reinforce the lesson topic	1		
	*Graphics are accurate	1		
	*Graphics are visible (good colour/contrast selection)	1		
	Interactive Lesson			
*Lesson flow adjusts to input from learner	1			
*Links all work	1			

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	Audio component of lesson			
	*Audio supports objectives of lesson	1		
	*Audio is clear and understandable	1		
	*Grammar of narrative is correct	1		
CR9	Bidder to provide one (1) sample of their Interactive level E-Learn lesson. The bidder should have successfully delivered this learning product type to CAF in the past. Intent is to demonstrate Bidder experience with challenges of training CAF personnel. If sample product provided was previously delivered successfully to Canadian Armed Forces.	1	20	For point to be awarded, Bidder should explain what product was, delivered to CAF and when, to which unit and location of delivery. In the column to the right, Bidder should indicate where in their submission (Cross Reference) they have covered the evaluation factor from the second column to the left.
	Unilingual English or French (1 point)			
	Bilingual – English and French (3 points)	3		
	Factors to be Evaluated:			
	Logical Presentation of Lesson			
	*Information divided into logical modules to support information retention	1		
	Comprehensive Content			
	*Lesson explains objective(s) of lesson	1		
	*Material presented covers the objective(s)	1		
	*Reinforcement of subject matter provided (summary)	1		
	*Evaluation (Quiz)	1		
	Graphics			
	*Graphics support and reinforce the lesson topic	1		
	*Graphics are accurate	1		
*Graphics are visible (good colour/contrast selection)	1			
Interactive Lesson				
*Lesson flow adjusts to input from learner	1			

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	*Links all work	1		
	Audio component of lesson			
	*Audio supports objectives of lesson	1		
	*Audio is clear and understandable	1		
	*Grammar of narrative is correct	1		
	Video component of lesson			
	*Video supports objectives of lesson	1		
	*Video is in focus	1		
	* Video is of sufficient resolution and frame rate so as to be clear and not grainy (minimum screen resolution of 1280x720 pixels (1920x1080 desirable) displayed at 60 frames per second progressive scan or equivalent)	1		
CR10	Bidder to provide one (1) sample of their stand-alone multi-media training product: The bidder should have successfully delivered this learning product type to CAF in the past. Intent is to demonstrate Bidder experience with challenges of training CAF personnel. If sample product provided was previously delivered successfully to Canadian Armed Forces.	1	16	For point to be awarded, Bidder should explain what product was, delivered to CAF and when, to which unit and location of delivery. In the column to the right, Bidder should indicate where in their submission (Cross Reference) they have covered the evaluation factor from the second column to the left.
	Unilingual English or French (1 point)			
	Bilingual – English and French (3 points)	3		
	Factors to be Evaluated:			
	Logical Presentation of Lesson			
	*Information divided into logical modules to support information retention	1		
	Comprehensive Content			
	*Lesson explains objective(s) of lesson	1		
	*Material presented covers the objective(s)	1		
	*Reinforcement of subject matter provided (summary)	1		

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Graphics				
*Graphics support and reinforce the lesson topic	1			
*Graphics are accurate	1			
*Graphics are visible (good colour/contrast selection)	1			
Audio component of lesson				
*Audio supports objectives of lesson	1			
*Audio is clear and understandable	1			
*Grammar of narrative is correct	1			
Video component of lesson				
*Video supports objectives of lesson	1			
* Video is of sufficient resolution and frame rate so as to be clear and not grainy (minimum screen resolution of 1280x720 pixels (1920x1080 desirable) displayed at 60 frames per second progressive scan or equivalent)	1			

Criteria	Workstream #1 - Instructional Design and Development Services	Max Points (Up to)	Total Max Points (Up to)	Evaluation Guidelines	Bidder's Cross Reference
R1.1	Points will be awarded for Billable day experience accumulated by Bidder in excess of the following minimum billing days:		20	Billing days claimed by Bidder are to be substantiated by Bidder in Bidder's Response Templates provided at Attachments 1 and 2.	
	1) Senior Technical Writer – 90 billing day (BD) minimum:				
	a. 91 to 100 BD demonstrated = 5 points;				
	b. 101 or more BD demonstrated = 10 points.	10			
	2) Intermediate Technical Writer – 70 billing day (BD) minimum:				
	a. 71 to 80 BD demonstrated = 5 points;				
	b. 81 or more BD demonstrated = 10 points.	10			

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R1.2	For Resource Categories: *Senior Technical Writer *Intermediate Technical Writer		15	In the column to the right, Bidder should indicate where in their submission (Cross Reference) they have covered the evaluation factors from the second column to the left. If indicated technology or environment has not been included or covered, 0 points will be assigned.	
	The Bidder will be awarded points as follows where it provides an example, in 500 words or less, of their previous work delivered within 5 years prior to bid closing that demonstrates delivery of services which included the following technology and/or environment :				
	*Service has been previously delivered to Canadian Armed Forces in the past 5 years, specify when and to which Unit(s). (yes = 5 points, no = 0 points).	5			
	*Integrates Virtual or Augmented Reality into training environment	5			
	*Product is CFITES compatible	5			

Criteria	Workstream #2 – Custom & Rapid eLearning Product Programming	Max Points (Up to)	Total Max Points (Up to)	Evaluation Guidelines	Bidder's Cross Reference
R2.1	Points will be awarded for Billable day experience accumulated by Bidder in excess of the following minimum billing days:		80	Billing days claimed by Bidder are to be substantiated by Bidder in Bidder's Response Templates provided at Attachments 1 and 2.	
	1) Advisor in eLearning & Learning Technology – 90 billing day (BD) minimum:				
	a. 91 to 100 BD demonstrated = 5 points;				
	b. 101 or more BD demonstrated = 10 points.	10			
	2) Senior Custom eLearning Programmer – 120 billing day (BD) minimum:				
	a. 121 to 130 BD demonstrated = 5 points;				
	b. 131 or more BD demonstrated = 10 points.	10			

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3) Intermediate Custom eLearning Programmer – 90 billing day (BD) minimum:			
a. 91 to 100 BD demonstrated = 5 points;			
b. 101 or more BD demonstrated = 10 points.	10		
4) Junior Custom eLearning Programmer – 50 billing day (BD) minimum:			
a. 51 to 60 BD demonstrated = 5 points;			
b. 61 or more BD demonstrated = 10 points.	10		
5) Senior Rapid eLearning Programmer – 80 billing day (BD) minimum:			
a. 81 to 100 BD demonstrated = 5 points;			
b. 101 or more BD demonstrated = 10 points.	10		
6) Senior Quality Assurance Specialist – 90 billing day (BD) minimum:			
a. 91 to 100 BD demonstrated = 5 points;			
b. 101 or more BD demonstrated = 10 points.	10		
7) Senior Tester – 80 billing day (BD) minimum:			
a. 81 to 90 BD demonstrated = 5 points;			
b. 91 or more BD demonstrated = 10 points.	10		
8) Intermediate Tester – 60 billing day (BD) minimum:			
a. 61 to 70 BD demonstrated = 5 points;			
b. 71 or more BD demonstrated = 10 points.	10		

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R2.2	For Resource Category: Advisor in e-Learning and Learning Technology		50	Provide list of companies or organizations along with service provided, benefit provided and month/year. Multiple services delivered may be grouped by company or organization.	
	The Bidder will be awarded points as outlined below for previous work delivered within 5 years prior to bid closing that demonstrates delivery of services which included the following technology and/or environment:				
	a) If eLearn Advisor service has been previously delivered to Canadian Armed Forces in the past 5 years, (5 points). The Bidder should specify when and to which Unit(s) the services were rendered.	5			
	b) Specify number of times in last 5 years Bidder's eLearn Advisory services provided analysis and recommendations resulting in competitive advantage or improved productivity for clients. Provide best example from Bidder prior work that demonstrates this in 250 words or less. (maximum 15 points)	15			
	c) Specify number of times in last 5 years Bidder's eLearn Advisory services were able to leverage current and emerging learning technologies to improve performance / training throughput and reduce costs for Clients. Provide best example from Bidder prior work that demonstrates this in 250 words or less. (maximum 15 points)	15			
d) Specify number of times in last 5 years Bidder's eLearn Advisory services were able to identify eligible training, convert it into online format and implement launch of eTraining while also setting up technical infrastructures to support Client's goals. Provide best example from Bidder prior work that demonstrates this in 250 words or less. (maximum 15 points)	15			For b,c,d points will be assigned to each as follows: 1 to 10 times = 5 points 11 to 20 times = 10 points 21 + times = 15 points	

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R2.3	For Resource Categories: *Senior Custom eLearning Programmer *Intermediate Custom eLearning Programmer *Junior Custom eLearning Programmer		35	<p>If indicated technology or environment has not been included or covered, 0 points will be assigned.</p> <p>No intermediate/part scores will be provided.</p> <p>In the column to the right, Bidder should indicate where in their submission (Cross Reference) they have covered the evaluation factors from the second column to the left.</p>
	The Bidder will be awarded points as outlined below where it provides an example, in 500 words or less, of their previous work delivered within 5 years prior to bid closing that demonstrates delivery of services which included the following technology and/or environment :			
	*Service has been previously delivered to Canadian Armed Forces in the past 5 years, specify when and to which Unit(s). (yes = 5 points, no = 0 points).	5		
	*Integrates Virtual/Augmented Reality into training environment – 5 points	5		
	*DLN or AFIIIE technology/environment – 5 points	5		
	*SABA Publisher, Adobe Captivate, Articulate Storyline, Articulate 360 or HTML 5 technology/environment – 3 points	3		
	*3Ds Max, Autodesk Maya or Unity 3D technology/environment – 3 points	3		
	*Modest Tree 3D or Unity 3D technology/environment – 3 points	3		
	*Bohemia Interactive – Virtual Battlespace, Unity 3D or uScript plugin with Unity 3D technology/environment – 3 points	3		
	*Perl technology/ environment – 2 points	2		
	*C Sharp technology/environment – 4 points	4		
	*JavaScript, Python or HTML5 – 2 points	2		

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R2.4	For Senior Rapid eLearning Programmer Resource Category, the Bidder will be awarded points as outlined below where it provides an example, in 500 words or less, of their previous work delivered within 5 years prior to bid closing that demonstrates delivery of services which included the following technology and/or environment :		23	If indicated technology or environment has not been included or covered, 0 points will be assigned. In the column to the right, Bidder should indicate where in their submission (Cross Reference) they have covered the evaluation factors from the second column to the left.
	*Service has been previously delivered to Canadian Armed Forces in the past 5 years, specify when and to which Unit(s). (yes = 5 points, no = 0 points).	5		
	*Integrates Audio Visual products into Virtual/Augmented Reality training environment – 5 points	5		
	*DLN/AFIILE technology/environment – 5 points	5		
	*3D Studio Max or Autodesk Maya technology/environment – 2 points	2		
	*SABA Publisher, Adobe Captivate, Articulate Storyline, Articulate 360 or HTML5 technology/environment – 2 points	2		
	*Modest Tree 3D, UNITY 3D or uScript plugin with Unity 3D technology/ environment – 2 points	2		
	*UNITY 3D or uScript plugin with Unity 3D technology/environment – 2 points	2		
R2.5	For Resource Categories: *Senior Quality Assurance Specialist *Senior Tester *Intermediate Tester		15	If indicated technology or environment has not been included or covered, 0 points will be assigned. In the column to the right, Bidder should indicate where in their submission (Cross Reference) they have covered the evaluation factors from the second column to the left.
	The Bidder will be awarded points as outlined below where it provides an example, in 500 words or less, of their previous work delivered within 5 years prior to bid closing that demonstrates delivery of services which included the following technology and/or environment :			

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	*Service has been previously delivered to Canadian Armed Forces in the past 5 years, specify when and to which Unit(s). (yes = 5 points, no = 0 points).	5		
	*AFIILE, DLN/SABA compatible products – 5 points	5		
	*MS Office Suite (Word, Excel, PowerPoint) – 5 points	5		

Criteria	Workstream #3 – Multi-Media Design and Development	Max Points (Up to)	Total Max Points (Up to)	Evaluation Guidelines	Bidder's Cross Reference
R3.1	Points will be awarded for Billable day experience accumulated by Bidder in excess of the following minimum billing days (from M3.1):		80	Billing days claimed by Bidder are to be substantiated by Bidder in Bidder's Response Templates provided at Attachments 1 and 2.	
	1) Senior Graphics Designer – 90 billing day (BD) minimum:				
	a. 91 to 100 BD demonstrated = 5 points;				
	b. 101 or more BD demonstrated = 10 points.	10			
	2) Intermediate Graphics Designer – 60 billing day minimum:				
	a. 61 to 70 BD demonstrated = 5 points;				
	b. 71 or more BD demonstrated = 10 points.	10			
	3) Photographer – 60 BD minimum:				
	a. 61 to 70 BD demonstrated = 5 points;				
b. 71 or more BD demonstrated = 10 points.	10				
4) Senior Animator – 90 BD minimum:					
a. 91 to 100 BD demonstrated = 5 points;					
b. 101 or more BD demonstrated = 10 points.	10				

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	5) Video Producer – 75 billing day (BD) minimum: a. 76 to 85 BD demonstrated = 5 points; b. 86 or more BD demonstrated = 10 points.	10		
	6) Audio Producer – 60 billing day minimum: a. 61 to 70 BD demonstrated = 5 points; b. 71 or more BD demonstrated = 10 points.	10		
	7) Multimedia Director – 75 billing day (BD) minimum: a. 76 to 85 BD demonstrated = 5 points; b. 86 or more BD demonstrated = 10 points.	10		
	8) Narrator – 20 billing day (BD) minimum: a. 21 to 30 BD demonstrated = 5 points; b. 31 or more BD demonstrated = 10 points.	10		
R3.2	For Resource Categories: *Senior Graphics Designer *Intermediate Graphics Designer *Photographer *Senior Animator *Video Producer *Audio Producer *Multimedia Producer *Narrator		41	In the column to the right, Bidder should indicate where in their submission (Cross Reference) they have covered the evaluation factors from the second column to the left in their submission.
	The Bidder will be awarded points as outlined below where it provides an example, in 400 words or less, of their previous work delivered within 5 years prior to bid closing that demonstrates delivery of services which			

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Amd. No. - N° de la modif.
003

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included the following technology and/or environment :				
*Service has been previously delivered to Canadian Armed Forces in the past 5 years, specify when and to which Unit(s). (yes = 5 points, no = 0 points).	5			
*Integrates Audio Visual products into Virtual/ Augmented Reality training environment – 5 points	5			
*Articulate Storyline/ Studio – 3 points	3			
*Camtasia – 3 points	3			
*Modest Tree 3D, Unity 3D Scripting or uScript with Unity 3D – 4 points	4			
*3Ds Max or Autodesk Maya technology/environment – 3 points	3			
*Adobe suite (Animate and After Effects) and HTML5 technology/environment – 2 points	2			
*Adobe Illustrator or Adobe Photoshop technology/environment – 4 points	4			
*Techsmith Camtasia technology/environment – 2 points	2			
*Adobe After Effects, Adobe Premiere and Adobe Encore technology/environment – 4 points	4			
*Optimal Solutions Sculptor technology/environment – 2 points	2			
*Dassault Systèmes SOLIDWORDS technology/environment – 2 points	2			
*Blender technology/environment – 2 points	2			

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Criteria	Workstream #4 – Project Management	Max Points (Up to)	Total Max Points (Up to)	Evaluation Guidelines	Bidder's Cross Reference
R4.1	Points will be awarded for Client Project Manager Billable day experience accumulated by Bidder in excess of the following minimum billing days:		10	Billing days claimed by Bidder are to be substantiated by Bidder in Bidder's Response Templates provided at Attachments 1 and 2.	
	Client Project Manager – 100 billing day (BD) minimum:				
	a. 101 to 125 BD demonstrated = 5 points;				
	b. 126 or more BD demonstrated = 10 points;	10			
R4.2	The Bidder will be awarded points as outlined below where it provides an example, in 400 words or less, of their previous work delivered within 5 years prior to bid closing that demonstrates delivery of services which included the following technology and/or environment :		25	In the column to the right, Bidder should indicate where in their submission (Cross Reference) they have covered the evaluation factors from the second column to the left.	
	*Service has been previously delivered to Canadian Armed Forces in the past 5 years, specify when and to which Unit(s). (yes = 5 points, no = 0 points).	5			
	*MS Project – 5 points	5			
	*Mind Manager – 5 points	5			
	*MS Office Suite (Word, Excel, PowerPoint) – 5 points	5			
*Successfully Integrates Audio Visual products into Virtual/ Augmented Reality training environment – 5 points	5				

ALL OTHER TERMS AND CONDITONS REMAIN THE SAME