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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**

THIS DOCUMENT CONTAINS A SECURITY  
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K1A 0S5

<b>Title - Sujet</b> IPS: 7 Workstreams / 7 Volets	
<b>Solicitation No. - N° de l'invitation</b> T8086-172450/A	<b>Amendment No. - N° modif.</b> 010
<b>Client Reference No. - N° de référence du client</b> T8086-172450	<b>Date</b> 2019-04-15
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$ZM-626-34855	
<b>File No. - N° de dossier</b> 626zm.T8086-172450	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2019-05-15</b>	<b>Time Zone</b> <b>Fuseau horaire</b> Eastern Daylight Saving Time EDT
<b>F.O.B. - F.A.B.</b>	
<b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Holden, Carole	<b>Buyer Id - Id de l'acheteur</b> 626zm
<b>Telephone No. - N° de téléphone</b> (613) 858-9217 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>	

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<b>Name and title of person authorized to sign on behalf of Vendor/Firm</b> <b>(type or print)</b> <b>Nom et titre de la personne autorisée à signer au nom du fournisseur/</b> <b>de l'entrepreneur (taper ou écrire en caractères d'imprimerie)</b>	
<b>Signature</b>	<b>Date</b>

**AMENDMENT NO. 010**

This amendment is raised to revise the RFP and to answer bidders' questions.

**RFP REVISIONS**

**Revision 1:**

At Page 1 of the RFP, Solicitation Closes:

DELETE: 2019-05-01  
INSERT: 2019-05-15

**Revision 2:**

At Part 4 – Evaluation Procedures and Basis of Selection, 4.3 Financial Evaluation, (c) Financial Evaluation – Method A, article (ii) Step 2 – Points Allocation;

DELETE: Table 1 – Maximum Points Assigned for all Workstreams

INSERT:

<b>TABLE 1 - MAXIMUM POINTS ASSIGNED WORKSTREAM 1 – APPLICATION SERVICES</b>						
<b>Resource Categories</b>	<b>Contract Period Year 1</b>	<b>Contract Period Year 2</b>	<b>Contract Period Year 3</b>	<b>Option Period Year 4</b>	<b>Option Period Year 5</b>	<b>Total Points</b>
A.7 Programmer/Analyst - Level 2	50	50	50	50	50	250
A.7 Programmer/Analyst - Level 3	50	50	50	50	50	250
A.11 Tester - Level 3	50	50	50	50	50	250
<b>TOTAL</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>750</b>

<b>TABLE 1 - MAXIMUM POINTS ASSIGNED WORKSTREAM 2 – PROJECT MANAGEMENT SERVICES</b>						
<b>Resource Categories</b>	<b>Contract Period Year 1</b>	<b>Contract Period Year 2</b>	<b>Contract Period Year 3</b>	<b>Option Period Year 4</b>	<b>Option Period Year 5</b>	<b>Total Points</b>
P.9 Project Manager - Level 3	50	50	50	50	50	250
<b>TOTAL</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>250</b>

<b>TABLE 1 - MAXIMUM POINTS ASSIGNED WORKSTREAM 3 – CYBER PROTECTION SERVICES</b>						
<b>Resource Categories</b>	<b>Contract Period Year 1</b>	<b>Contract Period Year 2</b>	<b>Contract Period Year 3</b>	<b>Option Period Year 4</b>	<b>Option Period Year 5</b>	<b>Total Points</b>
C.3 IT Security TRA and C&A Analyst - Level 3	50	50	50	50	50	250
C.7 IT Security Design Specialist – Level 3	50	50	50	50	50	250
<b>TOTAL</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>500</b>

<b>TABLE 1- MAXIMUM POINTS ASSIGNED WORKSTREAM 4 – IM/IT SERVICES</b>						
<b>Resource Categories</b>	<b>Contract Period Year 1</b>	<b>Contract Period Year 2</b>	<b>Contract Period Year 3</b>	<b>Option Period Year 4</b>	<b>Option Period Year 5</b>	<b>Total Points</b>
I.3 Database Analyst / IM Administrator – Level 3	50	50	50	50	50	250
I.6 Network Analyst – Level 2	50	50	50	50	50	250
I.6 Network Analyst – Level 3	50	50	50	50	50	250
I.11 Technology Architect – Level 3	50	50	50	50	50	250
<b>TOTAL</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1000</b>

<b>TABLE 1 - MAXIMUM POINTS ASSIGNED WORKSTREAM 5 – BUSINESS SERVICES</b>						
<b>Resource Categories</b>	<b>Contract Period Year 1</b>	<b>Contract Period Year 2</b>	<b>Contract Period Year 3</b>	<b>Option Period Year 4</b>	<b>Option Period Year 5</b>	<b>Total Points</b>
B.1 Business Analyst – Level 3	50	50	50	50	50	250
B.4 Business Continuity/ Disaster Recovery Specialist – Level 2	50	50	50	50	50	250
B.4 Business Continuity/ Disaster Recovery Specialist – Level 3	50	50	50	50	50	250
B.10 Help Desk Specialist – Level 2	50	50	50	50	50	250
B.10 Help Desk Specialist – Level 3	50	50	50	50	50	250
B.14 Technical Writer – Level 3	50	50	50	50	50	250
<b>TOTAL</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>1500</b>

<b>TABLE 1 - MAXIMUM POINTS ASSIGNED WORKSTREAM 6 – CRM AND UX SERVICES</b>						
<b>Resource Categories</b>	<b>Contract Period Year 1</b>	<b>Contract Period Year 2</b>	<b>Contract Period Year 3</b>	<b>Option Period Year 4</b>	<b>Option Period Year 5</b>	<b>Total Points</b>
A.7 Programmer/Analyst (CRM) – Level 3	50	50	50	50	50	250
A.12 Web Architect (UX) – Level 3	50	50	50	50	50	250
A.13 Web Designer (UX) – Level 3	50	50	50	50	50	250
B.1 Business Analyst (UX) – Level 3	50	50	50	50	50	250
<b>TOTAL</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1000</b>

<b>TABLE 1 - MAXIMUM POINTS ASSIGNED WORKSTREAM 7 – BI &amp; DATA ANALYTICS SERVICES</b>						
<b>Resource Categories</b>	<b>Contract Period Year 1</b>	<b>Contract Period Year 2</b>	<b>Contract Period Year 3</b>	<b>Option Period Year 4</b>	<b>Option Period Year 5</b>	<b>Total Points</b>

A.7 Programmer Analyst (BI & Data Analytics) – Level 3	50	50	50	50	50	250
A.1 Application / Software Architect (BI & Data Analytics) – Level 3	50	50	50	50	50	250
<b>TOTAL</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>500</b>

**Revision 3:**

At Part 4 – Evaluation Procedures and Basis of Selection, 4.3 Financial Evaluation, (d) Financial Evaluation – Method B, article (i) Step 1 – Points Allocation;

DELETE: Table 3 – Maximum Points Assigned for all Workstreams

INSERT:

<b>TABLE 3 - MAXIMUM POINTS ASSIGNED WORKSTREAM 1 – APPLICATION SERVICES</b>						
<b>Resource Categories</b>	<b>Contract Period Year 1</b>	<b>Contract Period Year 2</b>	<b>Contract Period Year 3</b>	<b>Option Period Year 4</b>	<b>Option Period Year 5</b>	<b>Total Points</b>
A.7 Programmer/Analyst - Level 2	50	50	50	50	50	250
A.7 Programmer/Analyst - Level 3	50	50	50	50	50	250
A.11 Tester - Level 3	50	50	50	50	50	250
<b>TOTAL</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>750</b>

<b>TABLE 3 - MAXIMUM POINTS ASSIGNED WORKSTREAM 2 – PROJECT MANAGEMENT SERVICES</b>						
<b>Resource Categories</b>	<b>Contract Period Year 1</b>	<b>Contract Period Year 2</b>	<b>Contract Period Year 3</b>	<b>Option Period Year 4</b>	<b>Option Period Year 5</b>	<b>Total Points</b>
P.9 Project Manager - Level 3	50	50	50	50	50	250
<b>TOTAL</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>250</b>

<b>TABLE 3 - MAXIMUM POINTS ASSIGNED WORKSTREAM 3 – CYBER PROTECTION SERVICES</b>						
<b>Resource Categories</b>	<b>Contract Period Year 1</b>	<b>Contract Period Year 2</b>	<b>Contract Period Year 3</b>	<b>Option Period Year 4</b>	<b>Option Period Year 5</b>	<b>Total Points</b>
C.3 IT Security TRA and C&A Analyst - Level 3	50	50	50	50	50	250
C.7 IT Security Design Specialist – Level 3	50	50	50	50	50	250
<b>TOTAL</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>500</b>

<b>TABLE 3- MAXIMUM POINTS ASSIGNED WORKSTREAM 4 – IM/IT SERVICES</b>						
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Resource Categories	Contract Period Year 1	Contract Period Year 2	Contract Period Year 3	Option Period Year 4	Option Period Year 5	Total Points
I.3 Database Analyst / IM Administrator – Level 3	50	50	50	50	50	250
I.6 Network Analyst – Level 2	50	50	50	50	50	250
I.6 Network Analyst – Level 3	50	50	50	50	50	250
I.11 Technology Architect – Level 3	50	50	50	50	50	250
<b>TOTAL</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1000</b>

TABLE 3 - MAXIMUM POINTS ASSIGNED WORKSTREAM 5 – 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	50	50	50	50	50	250
B.4 Business Continuity/ Disaster Recovery Specialist – Level 2	50	50	50	50	50	250
B.4 Business Continuity/ Disaster Recovery Specialist – Level 3	50	50	50	50	50	250
B.10 Help Desk Specialist – Level 2	50	50	50	50	50	250
B.10 Help Desk Specialist – Level 3	50	50	50	50	50	250
B.14 Technical Writer – Level 3	50	50	50	50	50	250
<b>TOTAL</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>1500</b>

TABLE 3 - MAXIMUM POINTS ASSIGNED WORKSTREAM 6 – CRM AND UX 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
A.7 Programmer/Analyst (CRM) – Level 3	50	50	50	50	50	250
A.12 Web Architect (UX) – Level 3	50	50	50	50	50	250
A.13 Web Designer (UX) – Level 3	50	50	50	50	50	250
B.1 Business Analyst (UX) – Level 3	50	50	50	50	50	250
<b>TOTAL</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1000</b>

TABLE 3 - MAXIMUM POINTS ASSIGNED WORKSTREAM 7 – BI & DATA ANALYTICS 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
A.7 Programmer Analyst (BI & Data Analytics) – Level 3	50	50	50	50	50	250

A.1 Application / Software Architect (BI & Data Analytics) – Level 3	50	50	50	50	50	250
TOTAL	100	100	100	100	100	500

**QUESTIONS AND ANSWERS**

**Question 29:**

Reference – 4.3 Financial Evaluation and 4.4 Basis of Selection

Section 2.6 of the RFP invites Bidders to make suggestions for improvements to the requirement during the solicitation period by outlining the suggested improvement and the reasons for the suggestion. Given this, we would like to address the method of financial evaluation chosen by the Crown outlined in Part 4 – Evaluation Procedures and Basis of Selection.

For each of the seven (7) streams, the Crown has assigned variable point weighting of the resource categories used for Method A financial evaluation. By assigning variable point weighting to the resource categories, this creates a scenario where Bidders are forced to both raise and drop rates above/below the market value in order to end up with the optimal financial score. For instance, because the Crown has structured the Financial Evaluation to include variable point weighting for different resource categories (25 points for some roles all the way up to 100 points for others), the Bill Rates for the roles that Transport Canada thinks it will use the most (the highly weighted categories) will be the lowest and may not in any way be representative of rates that would be required to attract viable candidates. In essence, roles that are more heavily weighted will be more heavily discounted, simply because the math of the evaluation formula makes it necessary to do that to try to win. Alternatively, by leaving some roles with lower point allocations, it leaves open the door for vendors to hike rates notably above market rates while having a lesser impact on their financial score. More importantly, that means that gradually candidates that should have been placed in a lower paying role (because of the role definition) will migrate to categories with higher paying potential. In the end, resources that should cost market rate or just below will end up costing more than market rate. This could result in notable turnover in the lower paying categories and the client overpaying in the lower weighted categories.

The challenge of resource category weighting resulting in poor resource quality and high resource turnover is seen over and over in supply arrangements that have similar financial parameters. As a result, and in an effort to see Transport Canada be able to secure viable candidates for this project who will serve the duration of their task authorizations, we would like to request that:

- For the financial evaluation, set the point allocations so that all resource categories are weighted equally, eg. 100 points for the initial contract term and each option period thereafter. This avoids scenarios where, because of high point allocations, rates have to be “tanked” simply for vendors to stay competitive on score.

**Answer 29:** See Revisions 2 and 3 from this solicitation amendment.

**Question 30**

In a recent town hall meeting, PSPC indicated that they had successfully fulfilled a mandate to drive market prices down, through the use of the median and lower median band pricing model. Various departmental representatives felt that using this pricing model for larger omnibus contracts provided little value to the Crown as there tends to be more gamesmanship involved when pricing heavily weighted resource categories.

Due to the financial method being used in this bid (median band model), it is our belief that TC will not receive bids from firms that are most capable in their respective disciplines, as these firms have established practices, thus tending to operate at higher market rates to reflect the true added value that they bring to a project. Since these firms will be less likely to bid, the median rate will be negatively impacted, moving the median to a lower per diem rate.

Would the Crown consider adding a rated criterion requiring bidders to demonstrate work delivered on a project, the detail and the scale of the work delivered, and quality and timeliness of those deliverables? As an example, could firms demonstrate 2 major projects (>\$2M), within the last 10 years,

where the bidders managed the projects directly, or provided project management services through a PMO, where the project was delivered on time and to the clients' satisfaction?

**Answer 30:** Your request has been considered but the requirement remains unchanged.

**Question 31:**

With reference to the tables "Maximum Points Assigned" for each workstream, starting on page 23, we are assuming that the point weighting allocation is a reflection of which categories will have the highest utilization. This weighting method tends to create incentive to drive the prices down and generate gamesmanship with the rates, as the bid sets the lower median at 10% below the median rate, which will already drag the price down. Would the Crown consider removing the weighting against the resource categories and evaluate based on the per diem rate only?

**Answer 31:** See Revisions 2 and 3 from this solicitation amendment.

**Question 32:**

With respect to RTC2 - Risk Mitigation Strategy, RTC3 - Contract Management Plan, and RTC4 - Talent Management Plan and the requirement for a signed letter from a client attesting to these plans in order to score full points, we find this stipulation extremely limiting due to the fact that clients would have had to ask for this information in their bids in order to be able to speak to a firm's ability in supporting their own strategies/plans. Under the CPSA vehicle (which then transitioned to TBIPS), bidders were prequalified based on these same plans/strategies. As such, it is rarely requested that bidders now again provide the same information that was used to prequalify initially. In review of our RFP repository, we have less than 10 departments/ agencies/Crown corporations asking for this information, within the past 7 years. A technical authority may be well aware that firms have processes/methods used in fulfilling the contract and mitigating risk, however in most cases, they would not be able to speak to the particulars. As the rating of these plans/strategies will already be quite subjective, we request that the Crown consider evaluating the plans based on a firm's past experience in fulfilling contracts that meet the criteria listed in each rated criterion.

**Answer 32:** Your request has been considered but the requirement remains unchanged.

**Question 33:**

With respect to MTC1, Workstream 3, we recognize that the Crown is seeking firms that can manage, and have managed, a volume of work equal to or greater than \$2M and who have delivered 2,000 billable days. We are concerned as these data points do not necessarily demonstrate the amount of work delivered, nor do they provide a tangible indication of the quality of the of the work product (value). As an organization that operates as an integrator and solutions provider and provides approximately 50% of work volume on a fixed priced basis, it is always our ambition to deliver quality solutions in as short amount of time as possible. Our experience has been that the majority of the stronger Cyber TRA Analysts work on multiple short term contracts, on an as and when required basis, versus working under a single contract on site. Other capable analysts will work on longer term engagements, but they often are engaged as subject matters experts and perform the occasional TRA or C&A deliverable. With these points in mind, would the Crown consider amending MTC1, in Workstream 3, to require bidders to demonstrate a minimum of 100 TRA's in the last 5 years, rather than the current requirements, as a way of showing clear evidence that the firm is in the business of providing Cyber Security assessments through a tangible body of work?

**Answer 33:** Your request has been considered but the requirement remains unchanged.

**ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.**