



**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**

**Quebec**

**K1A0S5**

**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**

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

**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**

**Terrasses de la Chaudière 4th Floor**

**10 Wellington Street**

**Gatineau**

**Quebec**

**K1A0S5**

<b>Title - Sujet</b> COPSC	
<b>Solicitation No. - N° de l'invitation</b> W6369-18CY01/A	<b>Date</b> 2019-05-15
<b>Client Reference No. - N° de référence du client</b> W6369-18CY01	
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$IPS-006-35669	
<b>File No. - N° de dossier</b> 006ips.W6369-18CY01	<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 2019-06-06</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 type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Aresta, Arden	<b>Buyer Id - Id de l'acheteur</b> 006ips
<b>Telephone No. - N° de téléphone</b> (613) 858-9160 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>  Specified Herein Précisé dans les présentes	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

<b>Delivery Required - Livraison exigée</b> See Herein	<b>Delivery Offered - Livraison proposée</b>
<b>Vendor/Firm Name and Address</b> <b>Raison sociale et adresse du fournisseur/de l'entrepreneur</b>	
<b>Telephone No. - N° de téléphone</b> <b>Facsimile No. - N° de télécopieur</b>	
<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>

**BID SOLICITATION  
FOR MULTIPLE CONTRACTS AGAINST A SUPPLY ARRANGEMENT FOR  
TASK- BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS)**

**MULTIPLE RESOURCES FOR DG CYBER DIRECTORATE  
WITHIN THE DEPARTMENT OF NATIONAL DEFENCE**

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## **BID SOLICITATION FOR MULTIPLE CONTRACTS AGAINST A SUPPLY ARRANGEMENT FOR TASK- BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS)**

### **MULTIPLE RESOURCES FOR DG CYBER DIRECTORATE WITHIN THE DEPARTMENT OF NATIONAL DEFENCE**

#### **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, annexes, and forms, 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 (along with its appendices), the Basis of Payment, and the Security Requirements Check List, and any other attachments.

##### **1.2 Summary**

- (a) This bid solicitation is being issued to satisfy the requirement of the Department of National Defence (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 up to 2 contracts in Workstream A, and 1 contract in Workstream B, with each contract purchasing work from only its Workstream. All contracts in Workstream A and Workstream B will be for 1 year plus 4 one-year irrevocable options allowing Canada to extend the term of each 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 if the Bidder chooses to submit its bid in hard copies.
- (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 the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), the North American Free Trade Agreement (NAFTA), the Canada-Chile Free Trade Agreement (CCFTA), the Canada-Peru Free Trade Agreement (CPFTA), the Canada-Colombia Free Trade Agreement (CCoFTA), the Canada-Panama Free Trade Agreement (CPanFTA), the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), and the Canadian Free Trade Agreement (CFTA).
- (e) This procurement is subject to the Controlled Goods Program. The Defence production Act defines Canadian Controlled Goods as certain goods listed in Canada's Export Control List, a regulation made pursuant to the Export and Import Permits Act (EIPA).
- (f) 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."
- (g) This bid solicitation is to establish a contract with task authorizations for the delivery of the requirement detailed in the bid solicitation across Canada, excluding locations within Yukon, Northwest Territories, Nunavut, Quebec, and Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirement for deliveries within CLCAs areas within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador will be treated as a separate procurement, outside the resulting contract.
- (h) 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.
- (i) Only TBIPS SA Holders currently holding a TBIPS SA for Tier 2, in all resource categories of a given Workstream 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.
- (j) SA Holders that are invited to compete as a joint venture must submit a bid as that joint venture SA Holder, forming no other joint venture to bid. Any joint venture must be already qualified under the SA #EN578-170432 as that joint venture at the time of bid closing in order to submit a bid.
- (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 A

RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF RESOURCES REQUIRED
A.8 System Analyst	LEVEL 2	1
A.8 System Analyst	LEVEL 3	2
B.1 Business Analyst	LEVEL 2	1
B.1 Business Analyst	LEVEL 3	3
B.2 Business Architect	LEVEL 2	1

B.2 Business Architect	LEVEL 3	1
B.6 Business Systems Analyst	LEVEL 2	1
B.6 Business Systems Analyst	LEVEL 3	1
B.9 Courseware Developer	LEVEL 2	1
B.9 Courseware Developer	LEVEL 3	1
B.11 Instructor, IT	LEVEL 2	1
B.11 Instructor, IT	LEVEL 3	1
B.14 Technical Writer	LEVEL 2	1
B.14 Technical Writer	LEVEL 3	1
P.1 Change Management Consultant	LEVEL 2	1
P.1 Change Management Consultant	LEVEL 3	1
P.3 Human Resource Consultant	LEVEL 2	1
P.3 Human Resource Consultant	LEVEL 3	1
P.4 Organizational Development Consultant	LEVEL 2	1
P.4 Organizational Development Consultant	LEVEL 3	2
P.6 Project Administrator	LEVEL 2	1
P.6 Project Administrator	LEVEL 3	1
P.7 Project Coordinator	LEVEL 2	1
P.7 Project Coordinator	LEVEL 3	3
P.9 Project Manager	LEVEL 2	4
P.9 Project Manager	LEVEL 3	1

**WORKSTREAM B**

RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF RESOURCES REQUIRED
C.3 IT Security TRA and C&A Analyst	LEVEL 2	1
C.3 IT Security TRA and C&A Analyst	LEVEL 3	1
C.8 Network Security Analyst	LEVEL 2	1
C.8 Network Security Analyst	LEVEL 3	1
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 2	1
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 3	2

**1.3 Debriefings**

- (a) 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.

**1.4 Conflict Of Interest – Other Work**

- (a) Without limiting any of the obligations set out in Article 18 Conflict of Interest - Unfair Advantage of the 2003, Standard Instructions – Goods or Services – Competitive Requirements (2017-04-27) and elsewhere throughout this bid solicitation, Bidders are advised that in the performance of any Contract resulting from this solicitation, the Contractor may have access to information and material which may result in placing it in a real or perceived conflict of interest or confer an unfair advantage upon it in respect of its participation in other future solicitations related to or arising from other contracts for DG Cyber IM/IT projects.



## 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 (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/3/2035/17>) 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* (<https://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>). 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 ten (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**

- (a) Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in 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 Improvement of Requirement During Solicitation Period**

- (a) Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reasons for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority in accordance with the article entitled "Enquiries - Bid Solicitation". Canada will have the right to accept or reject any or all suggestions.

**2.7 Basis for Canada's Ownership of Intellectual Property**

- (a) The Department of National Defence has determined that any intellectual property rights arising from the performance of the Work under any resulting contract will belong to Canada, on the following grounds:
- National Security

**2.8 Volumetric Data**

- (a) The estimated number of days for each resource 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

**Note to Bidders:** Bidders are encouraged to submit bids electronically through the epost Connect service provided by Canada Post Corporation.

#### (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
- (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 SEPARATE CD or USB key
- (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) Canada is not requesting a hard copy of the bid. However, if the Bidder submits a hard copy of its bid, and if there is a discrepancy between the wording of the soft or epost Connect copy and the hard copy, the wording of the soft or epost Connect copy will have priority over the wording of the hard copy.
- (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.
- (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>). To assist Canada in reaching its objectives, Bidders should:

- (i) use paper containing fibre certified as originating from a sustainably-managed forest and/or containing a minimum of 30% recycled content; and
- (ii) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, and using staples or clips instead of cerlox, duotangs or binders.

(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.
- (ii) A single bid may contain bids to be awarded a contract in one or both 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.
- (iii) 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.
- (iv) 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 Form 1 - Bid Submission Form 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 Mandatory Criteria", 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 Mandatory Criteria", 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 - Point-Rated Criteria", 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 Point-Rated Criteria", 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) **Previous Similar Projects:** Where the bid must include a description of previous similar projects:

- (A) a project must have been completed by the Bidder itself (and cannot include the experience of any proposed subcontractor or any affiliate of the Bidder);
- (B) a project must have been completed by the bid closing date;
- (C) each project description must include, at minimum, the name and either the telephone number or e-mail address of a customer reference; and
- (D) if more similar projects are provided than requested, Canada will decide in its discretion which projects will be evaluated. A project will be considered "similar" to the Work to be performed under any resulting contract if the project was for the performance of work that closely matches the TBIPS descriptions of the Resource Categories identified in Annex A. Work will be considered to "closely match" if the work in the provided project is described in at least 50% of the points of responsibility listed in the description of the given Resource Category.

(iv) **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 in "Attachment 4.1 Mandatory Criteria".
- (B) The form of question to be used to request confirmation from customer references is as follows:

*[Sample Question to Customer Reference: "Please confirm the following:*

*The Bidder must have been awarded at least 2 Government \* informatics professional service contracts.*

*For each contract identified:*

- 1. The value must be at least \$\_\_\_\_\_ excluding applicable taxes;*
- 2. The duration must be at least two (2) years within the last eight (8) years from the closing date of this solicitation and cannot include option periods that have not been exercised;*
- 3. The Bidder must have provided at least \_\_\_\_ ( ) resources simultaneously for a period of at least twelve (12) consecutive months; and*

*Each contract used must also demonstrate that the Bidder has provided services to an organization with the following environment:*

- *At least 100 workstations on a classified network or secret network;*
- *Microsoft Windows workstation operating system (Windows XP, Windows Vista, Windows 7 and/or Windows 10); and*
- *Centralized software distribution and patch management.*

\_\_\_ *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 "**Attachment 4.3 Pricing Schedule**". 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.
- (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) **Variation in Resource Rates By Level:** Where the financial tables provided by Canada allow different firm rates to be charged for different levels of experience within the same resource category and time period, for any such resource category and time period:
- (i) the rate bid for level three must be the same or higher than that bid for level two, and
  - (ii) the rate bid for level two must be the same or higher than the rate bid for level one.
- (d) **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.
- (e) **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.
- (f) **Electronic Payment of Invoices – Bid:** If you are willing to accept payment of invoices by Electronic Payment Instruments, complete "Form 4 – Electronic Payment Instruments" to identify which ones are accepted. If "Form 4 – Electronic Payment Instruments" is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices. Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

### 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) 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 (2) 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 (2) working days 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 ONLY if Canada receives 4 or fewer Bids by the bid solicitation closing date. The Phased Bid Compliance Process (PBCP) will be conducted independently for individual Workstreams, and conducted only for Workstreams for which Canada receives 4 or fewer Bids by the bid solicitation closing date.
- (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) The 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 Mandatory Criteria.**"
- (iii) If the Phased Bid Compliance Process applies, it 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 "**Attachment 4.2** Point-Rated Criteria."
- (c) **Reference Checks:**
- (i) Whether or not to conduct reference checks is discretionary. However, if PWGSC chooses to conduct reference checks for any given rated or 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.

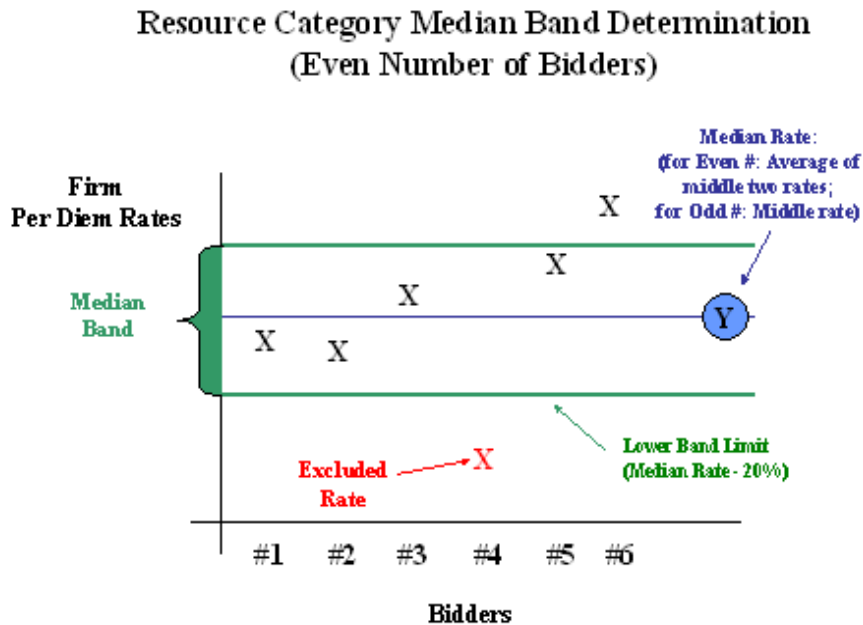
#### 4.3 Financial Evaluation

- (a) There are two possible financial evaluation methods for this requirement. The first method will be used if three or more bids are determined responsive within a given Workstream (see (b) Financial Evaluation - Method A below). The second method will be used if fewer than three bids are determined responsive within a given Workstream (see (c) Financial Evaluation - Method B below). A separate Financial Evaluated Price will be calculated for each Workstream.
- (b) **Financial Evaluation - Method A:** The following financial evaluation method will be used if three or more bids are determined responsive:
  - (i) **Calculation of Total Bid Price:** The financial evaluation will be conducted using the pricing tables completed by the Bidders and the Firm Per Diem Median Rate Evaluation Method explained below. A financial calculation will occur for each Bidder by multiplying its firm per diem rates, or Median Rate(s) if applicable, for the Initial Contract Period and the option period(s) with the estimated number of days of work for each period, for all the Resource Categories stated in Attachment 4.3 - Pricing Schedule. The sum of such rates will constitute the Total Bid Price for that Bidder.
  - (ii) **Firm Per Diem Median Rate Evaluation**
    - (A) **Use:** The firm per diem median rate calculation will apply to modify the rate to be assessed in the financial evaluation of a Bidder, where that Bidder submits a firm per diem rate for a

resource category that is lower than the Lower Band Limit as calculated below. The firm per diem median rate calculation is for evaluation purposes only, and the actual submitted per diem rate will be used in any resulting contract in all instances.

- (B) Calculation for both the Initial Contract Period and the Option Period medians:** Using the per diem rate proposed for each individual Resource Category a Median Rate will be determined for each Resource Category for the Initial Contract Period, and for each of the option period(s). For each Resource Category, the Median Rate will be calculated using the median function in Microsoft Excel. A Lower Band Limit will be calculated for each Resource Category and will represent a range that encompasses the Median Rate to a value of minus (-) 20% of the Median Rate. If a Bidder bids a firm per diem rate for a Resource Category that is lower than the Lower Band Limit, that Bidder's financial evaluation will be conducted using a per diem rate equal to the Median Rate for that Resource Category.

For example, if the Median Rate (Y) is determined to be \$500 for a Resource Category, the Lower Band Limit would be minus (-) 20% of \$500, or \$400. If a Bidder proposes a firm per diem rate that is lower than \$400, the Median Rate of \$500 will be used in the Bidder's financial evaluation for that Resource Category.



- (c) **Financial Evaluation - Method B:** The following financial evaluation method will be used if less than three bids are determined responsive:
- (i) **Calculation of Total Bid Price:** The financial evaluation will be conducted using the pricing tables completed by the Bidders. A financial calculation will occur for each Bidder by multiplying its firm per diem rates for the Initial Contract Period and the option period(s) with the estimated number of days of work for each period, for all the Resource Categories stated in "Attachment 4.3 - Pricing Schedule." The sum of such rates will constitute the Total Bid Price for that Bidder.
- (d) **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 National Capital Region in the relevant resource category, where those services were provided for at least three months within the eighteen (18) 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) in respect of each contract for which an invoice is submitted as substantiation, a résumé for the resource that provided the services under that contract that demonstrates that, in relation to the resource category for which the rates are being substantiated, the resource would meet the mandatory requirements and achieve any required pass mark for any rated criteria; and
- (iv) 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.

(e) **Formulae in Pricing Tables**

If the pricing tables provided to bidders include any formulae, Canada may re-input the prices provided by bidders into a fresh table, if Canada believes that the formulae may no longer be functioning properly in the version submitted by a bidder.

#### 4.4 Basis of Selection

**Note to Bidders:** *if a bidder is selected for award of more than one Workstream, Canada reserves the right to award one contract for all the Workstreams awarded to that bidder.*

(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) For Workstream A, the two responsive bids that obtain the highest Total Bidder Score will be recommended for award of a contract. For Workstream B, 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 70 while the greatest possible Total Financial Score is 30.

- (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:

$$\frac{\text{Technical Score}}{\text{Maximum Technical Points (Bidders, please refer to the maximum technical points for each Workstream at Attachment 4.2 Point-Read Criteria)}} \times 70 = \text{Total Technical Score}$$

- (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:

$$\frac{\text{Lowest Financial Evaluated Price}}{\text{The Bidder's Financial Evaluated Price}} \times 30 = \text{Total Financial Score}$$

- (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 Financial Score will become the top-ranked bidder.

- (b) A maximum of two contracts for Workstream A, and one contract for Workstream B, may be awarded in total as a result of this solicitation.

- (c) 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.

- (d) **Contract Funding Allocation:** Where for a Workstream more than one contract is awarded, each contract issued for that particular Workstream will be issued with an amount of funding specified in the article titled "Limitation of Expenditure" calculated based on the following:

- (i) when one contract is awarded, the amount of the Limitation of Expenditure will be determined at Canada's discretion;
- (ii) where two contracts are awarded, the amount of the Limitation of Expenditure of each contract will be determined in accordance with the following:
- (A) the Bidder with the highest Total Bidder Score will receive 55% of the funding initially allocated for that Workstream; and
- (B) the Bidder with the next highest Total Bidder Score will receive 45% of the funding initially allocated for that Workstream.

## 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 "**Form 3 – 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.

### 5.2 Additional Certifications Precedent to Contract Award

#### (a) 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 conditions must be met:
- (i) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
  - (ii) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses; and
  - (iii) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites.

**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.

**6.3 Controlled Goods Requirement**

- (a) SACC Manual clause A9130T (2014-11-27) Controlled Goods Program applies.
- (b) In the case of a joint venture bidder, each member of the joint venture must meet the requirements of the Controlled Goods Program.

## PART 7 - RESULTING CONTRACT CLAUSES

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 the Department of National Defence.
- (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, DND Procurement Authority or Technical 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.

***Note to Bidders:** The following clause, (b) Allocation of Task Authorizations, will be included only in the case of two resulting contracts for Workstream A. It will not be included in any resulting contract for Workstream B.*

- (b) **Allocation of Task Authorizations:** More than one contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:
  - (i) At the time this series of contracts was awarded, each contractor was allocated an amount of funding as specified in the Limitation of Expenditure based on the evaluation process described in the bid solicitation that resulted in the award of this series of contracts.
  - (ii) When a Task Authorization is issued, Canada will use a rotational method to allocate the draft Task Authorizations where the rotation is based on the ranking obtained by the Contractor during the Bid Solicitation.
  - (iii) Canada will send the first TA to the first ranked Contractor and the second TA to the second ranked Contractor. This rotational process will be repeated for each subsequent series of TAs issued by Canada.

- (iv) The Contractor sent a draft TA will have the time set out further below under the sub-paragraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.
  - (v) If the Contractor to whom the draft TA is first sent either fails to respond on time or confirms in writing that it refuses to perform the task, the draft TA will then be forwarded to the next-ranked Contractor. In the event that Canada determines the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, Canada may, at its entire discretion request that the Contractor propose another resource and the Contractor will have the time set out in the subparagraph "Contractor's Response to Draft Task Authorization" to respond. If the Contractor fails to respond on time or Canada determines that the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, the draft TA will be forwarded to the next-ranked Contractor.
  - (vi) If the Contractor refuses a TA or fails to submit a valid response, the dollar value of the TA may be subtracted from the dollar value of the Contractor's Contract and may be re-allocated, at the Contracting Authority's sole discretion, in whole or in part, to the other contractors in that same Workstream.
  - (vii) The process of sending out a draft TA will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.
  - (viii) Any of the contractors may advise the DND Procurement Authority and the Contracting Authority in writing that it is unable to carry out additional tasks as a result of previous commitments under one or more TAs issued under this series of contracts, and no draft TA will be sent to that contractor until that contractor has given notice in writing to the DND Procurement Authority and the Contracting Authority that it is again available to perform additional tasks.
  - (ix) If it is found that the allocation process described at paragraph (b) part (ii) above has resulted in the award of a disproportionate dollar value of work between the Contractors, the Contractors agree that Canada, in its sole discretion, may deviate from the allocation process and issue TAs in the manner required to re-establish a proportional allocation.
- (c) **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.
- (d) **Form and Content of draft Task Authorization:**
- (i) The DND Procurement Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in "Appendix B to 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) any option(s) to extend initial end date (if applicable);
    - (G) milestone dates for deliverables and payments (if applicable);

- (H) the number of person-days of effort required;
  - (I) whether the work requires on-site activities and the location;
  - (J) the language profile of the resources required;
  - (K) the level of security clearance required of resources;
  - (L) 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
  - (M) any other constraints that might affect the completion of the task.
- (e) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the DND Procurement Authority, within two (2) working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), a quotation with the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract, as well as its corresponding proposed resource(s) in accordance with "Appendix A to Annex A" of the Contract. The Contractor's quotation must be based on the rates set out in the Contract. 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.
- (f) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**  
To be validly issued, a TA must include the following signatures:
- (i) for any TA, inclusive of revisions, with a value less than or equal to \$\_\_\_\_\_ (excluding Applicable Taxes), the TA must be signed by the DND Procurement Authority; and
  - (ii) for any TA with a value greater than this amount, a TA must be signed by the DND Procurement Authority and Contracting Authority.
- Any TA that does not bear the appropriate signature(s) 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 TA's at any time, or reduce the dollar value threshold described in sub-article (i) above; any suspension or reduction notice is effective upon receipt.
- (g) **Administration of Task Authorization Process for DND:** The administration of the Task Authorization process will be carried out by the Client Procurement Authority. This process includes monitoring, controlling and reporting on expenditures of the contract with task authorizations to the Contracting Authority.
- (h) **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 and Procurement 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) 1<sup>st</sup> quarter: April 1 to June 30;
    - (B) 2<sup>nd</sup> quarter: July 1 to September 30;

(C) 3<sup>rd</sup> quarter: October 1 to December 31; and

(D) 4<sup>th</sup> quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority and Procurement Authority no later than 15 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 TA's (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.

(i) **Refusal of Task Authorizations or Submission of a Response which is not Valid:** The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. For greater clarity, each draft TA, which is identifiable by its task number, will only count as one instance. A valid response is one that is submitted within the required time period and meets all requirements of the draft TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the draft TA at pricing not exceeding the rates set out in "Annex B - Basis of Payment." Should a Contractor refuse a TA under the Contract, the next Contractor, under the same allocation process, will be offered the TA. The dollar value of the refused TA will be subtracted from the dollar value of the Contractor's Contract and may be reallocated, at the Contracting Authority's sole discretion, in whole or in part, to the other contractors in that same Workstream. Should both Contractors refuse a TA under the Contract, Canada reserves the right to use other methods of supply.

### 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 (10) business days of Contract award.

#### 7.4 Standard Clauses and Condition

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) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;



- (ii) 4007 (2010-08-16), Supplemental General Conditions - Canada to Own Intellectual Property Rights in Foreground Information;
- (iii) 4008 (2008-12-12), Supplemental General Conditions - Personal Information; apply to and form part of the Contract.

## 7.5 Security Requirement

The following security requirements (*SRCL and related clauses provided by the Contract Security Program*) apply and forms part of the Contract:

- (a) The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer, hold a valid Facility Security Clearance at the level of **COSMIC TOP SECRET**, issued by the Canadian Industrial Security Directorate (CISD), **Public Works and Government Services Canada (PWGSC)**.
- (b) This contract includes access to **Controlled Goods**. Prior to access, the contractor must be registered in the Controlled Goods Program of Public Works and Government Services Canada (PWGSC).
- (c) The Contractor/Offeror personnel requiring access to **CANADIAN CLASSIFIED/PROTECTED NON RESTRICTED** information, assets or sensitive work site(s) must **EACH** hold a valid personnel security screening at the level of **COSMIC TOP SECRET, TOP SECRET SIGINT, TOP SECRET, NATO SECRET, SECRET or RELIABILITY STATUS, as required**, granted or approved by CISD/PWGSC.
- (d) The Contractor/Offeror personnel requiring access to **CANADIAN CLASSIFIED RESTRICTED** information, assets or sensitive work site(s) **must be citizens of Canada or of the United States and must EACH** hold a valid personnel security screening at the level of **COSMIC TOP SECRET, TOP SECRET SIGINT, TOP SECRET or NATO SECRET, as required**, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
- (e) The Contractor/Offeror personnel requiring access to **FOREIGN CLASSIFIED/PROTECTED NON RESTRICTED** information, assets or sensitive work site(s) must **EACH** hold a valid personnel security screening at the level of **COSMIC TOP SECRET, TOP SECRET SIGINT, TOP SECRET, NATO SECRET, SECRET or RELIABILITY STATUS, as required**, granted or approved by CISD/PWGSC.
- (f) The Contractor/Offeror personnel requiring access to **NATO UNCLASSIFIED** information or assets do not require to hold a personnel security clearance; however, the Contractor must ensure that the NATO Unclassified information is not releasable to third parties and that the "need to know" principle is applied to personnel accessing this information.
- (g) The Contractor personnel requiring access to **NATO RESTRICTED** information or assets **must be citizens of a NATO member country or a permanent resident of Canada** and EACH hold a valid **RELIABILITY STATUS** or its equivalent, granted or approved by the appropriate delegated NATO Security Authority.
- (h) The Contractor/Offeror personnel requiring access to **NATO CLASSIFIED** information, assets or sensitive work site(s) **must be permanent residents of Canada or citizens of a NATO member country** and EACH hold a valid personnel security screening at the level of **COSMIC TOP SECRET or NATO SECRET, as required**, granted or approved by the appropriate delegated NATO Security Authority.
- (i) The Contractor personnel requiring access to COMSEC information/assets **must be a citizen of Canada**, hold a valid security clearance commensurate with the information/assets that will be accessed, have a need-to-know and have undergone a COMSEC briefing and signed a COMSEC Briefing certificate. Access by foreign nationals or resident aliens must be approved by the Head of IT Security Client Services at CSEC on a case-by-case basis.

- (j) The Contractor/Offeree **MUST NOT** remove any **CLASSIFIED/PROTECTED** information or assets from the identified work site(s), and the Contractor/Offeree must ensure that its personnel are made aware of and comply with this restriction.
- (k) Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
- (l) The Contractor must complete and submit a **Foreign Ownership, Control and Influence (FOCI)** Questionnaire and associated documentation identified in the FOCI Guidelines for Organizations prior to contract award to identify whether a third party individual, firm or government can gain unauthorized access to **COMSEC / INFOSEC or CLASSIFIED NATO / FOREIGN** information/assets. **Public Works and Government Services Canada** (PWGSC) will determine if the company is "*Not Under FOCI*" or "*Under FOCI*". When an organization is determined to be *Under FOCI*, PWGSC will ascertain if mitigation measures exist or must be put in place by the company so it can be deemed "*Not Under FOCI through Mitigation*".
- (m) The contractor shall at all times during the performance of the contract possess a letter from PWGSC identifying the results of the FOCI assessment with a FOCI designation of *Not Under FOCI* or *Not Under FOCI through Mitigation*.
- (n) All changes to Questionnaire and associated FOCI evaluation factors must immediately be submitted to the Industrial Security Sector (ISS) to determine if the changes impact the FOCI designation.
- (o) The Contractor/Offeree must comply with the provisions of the:
  - (i) Security Requirements Check List and security guide 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 1 year 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 4 additional 1-year periods 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:

Name: Arden Aresta  
Title: Supply Officer  
Public Services and Procurement Canada  
Acquisitions Program  
Directorate: Professional Services Procurement Directorate  
Address: 10 rue Wellington, 4<sup>th</sup> floor

Gatineau, QC  
Telephone: 613-858-9160  
E-mail address: [Arden.Aresta@tpsgc-pwgsc.gc.ca](mailto:Arden.Aresta@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) **DND Procurement Authority**

The DND Procurement Authority for the Contract is:

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_\_  
Facsimile: \_\_\_\_\_  
E-mail address: \_\_\_\_\_

The DND Procurement Authority is the representative of the department or agency for whom the Work is being carried out under the Contract. The DND Procurement Authority is responsible for the implementation of tools and processes required for the administration of the Contract. The Contractor may discuss administrative matters identified in the Contract with the DND Procurement Authority however the DND Procurement Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of Work can only be made through a contract amendment issued by the Contracting Authority.

(c) **Technical Authority**

The Technical Authority for the Contract is:

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_\_  
Facsimile: \_\_\_\_\_  
E-mail address: \_\_\_\_\_

The Technical 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 Technical Authority; however, the Technical 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.

(d) **Contractor's Representative**

The Contractor's Representative for the Contract is:

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_\_  
Facsimile: \_\_\_\_\_  
E-mail address: \_\_\_\_\_

## 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 Technical Authority. Travel requests will only be considered for a work location which is located more than 100 kilometers from the particular DND facility within the NCR. 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 -- Basis of Payment**" 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 -- Basis of Payment" 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 -- Basis of Payment" 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.
  - (iv) 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) **Electronic Payment of Invoices – Contract :** The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):
  - (i) Visa Acquisition Card;
  - (ii) MasterCard Acquisition Card;
  - (iii) Direct Deposit (Domestic and International);
  - (iv) Electronic Data Interchange (EDI);
  - (v) Wire Transfer (International Only);
  - (vi) Large Value Transfer System (LVTS) (Over \$25M)
- (e) **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.
- (f) **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.

(g) **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 DND Procurement 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.

#### **7.12 Federal Contractors Program for Employment Equity - Default by Contractor**

- (a) 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 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) 4002 (2010-08-16) Supplemental General Conditions - Software Development or Modification Services;
  - (ii) 4007 (2010-08-16), Supplemental General Conditions - Canada to Own Intellectual Property Rights in Foreground Information;
  - (iii) 4008 (2010-08-16) , Supplemental General Conditions - Personal 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 – Task Authorization (TA) Assessment Procedure

- (ii) Appendix B to Annex A – TA Form
- (iii) Appendix C to Annex A – TA Resources Assessment Criteria And Response Table
- (iv) Appendix D to Annex A – Certifications Required at the TA Stage
- (v) Appendix E to Annex A – Non-Disclosure Agreement
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
  - (i) Appendix A to Annex C, Supplemental Security 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 \_\_\_\_\_, as clarified on \_\_\_\_\_ or as amended \_\_\_\_\_.

#### **7.15 Defence Contract**

- (a) The Contract is a defence contract within the meaning of the Defence Production Act, R.S.C. 1985, c. D-1, and must be governed accordingly.

Title to the Work or to any materials, parts, work-in-process or finished work must belong to Canada free and clear of all claims, liens, attachments, charges or encumbrances. Canada is entitled, at any time, to remove, sell or dispose of the Work or any part of the Work in accordance with section 20 of the Defence Production Act.

#### **7.16 Foreign Nationals (Canadian Contractor)**

- (a) The Contractor must comply with Canadian immigration requirements applicable to foreign nationals entering Canada to work temporarily in fulfillment of the Contract. If the Contractor wishes to hire a foreign national to work in Canada to fulfill the Contract, the Contractor should immediately contact the nearest Service Canada regional office to enquire about Citizenship and Immigration Canada's requirements to issue a temporary work permit to a foreign national. The Contractor is responsible for all costs incurred as a result of non-compliance with immigration requirements.

***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.*

#### **7.17 Foreign Nationals (Foreign Contractor)**

- (a) The Contractor must comply with Canadian immigration legislation applicable to foreign nationals entering Canada to work temporarily in fulfillment of the Contract. If the Contractor wishes to hire a foreign national to work in Canada to fulfill the Contract, the Contractor should immediately contact the nearest Canadian Embassy, Consulate or High Commission in the Contractor's country to obtain instructions, information on Citizenship and Immigration Canada's requirements and any required documents. The Contractor is responsible to ensure that foreign nationals have the required information, documents and authorizations before performing any work under the Contract in Canada. The Contractor is responsible for all costs incurred as a result of non-compliance with immigration requirements.

#### **7.18 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.

**7.19 Controlled Goods Program**

- (a) SACC Manual clause A9131C (2014-11-27) Controlled Goods Program
- (b) SACC Manual SACC Manual clause B4060C (2011-05-16) Controlled Goods

**7.20 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).

**7.21 Joint Venture Contractor**

- (a) The Contractor confirms that the name of the joint venture is: \_\_\_\_\_ and that it is comprised of the following members: \_\_\_\_\_
- (b) With respect to the relationship among the members of the joint venture Contractor, each member agrees, represents and warrants (as applicable) that:
  - (i) \_\_\_\_\_ 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:** *The above 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.*

## 7.22 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 Technical 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 rated by the Technical 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.

#### **7.23 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.

#### **7.24 Representations and Warranties**

- (a) 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 TA's. 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 TA's. 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.

#### **7.25 Access to Canada's Property and Facilities**

- (a) 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 Technical 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.

#### **7.26 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 (5) working days to deliver the action plan to the Client and the Contracting Authority, and twenty (20) 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.

## ANNEXES TO THE RESULTING CONTRACT

### ANNEX A – Statement of Work

***The Statement of Work in any awarded contract will only include the applicable Workstream and associated adjustments to the text.***

#### 1. Background

- 1.1. Director General - Cyberspace (DG Cyber) is responsible for conducting force development in the areas of cyber, and Joint Communications and Information Systems (JCIS). Activities include directing projects, research & development and experimentation, conducting concept development, program and portfolio management and overall cyber portfolio governance and coordination. The scope of these Information Management / Information Technology (IM/IT) related projects may include the following areas:

- Cyber operations capabilities;
- Command and Control;
- Computers;
- Communications;
- Satellite Communications Systems;
- Computer networks;
- Software applications;
- Electronic warfare;
- Signals intelligence;
- Data hosting environments;
- Business processes; and
- Business transformation.

- 1.2. DG Cyber is grouped into a number of programs which are led by a number of different Directors within the Division who are responsible for providing program management in their assigned capability areas: Cyber, JCIS and Coordination. The Director of Cyberspace Operations Force Development (D Cyber Ops FD) is responsible for force development and capability management in the areas of defensive and offensive cyber, cryptography, electronic warfare and signals intelligence. The Director of JCIS is responsible for force development, capability development and in-service support in the areas of satellite communications, radio, telecommunications, networks & core services, and command & control applications. The Director of Cyberspace Coordination (D Cyber Coord) is responsible for coordinating governance, strategic planning, performance measurement, R&D, experimentation, strategic analysis, concept development, architecture, high-level operational design, requirements management, capital projects direction / sponsorship, force structure, doctrine and training.

- 1.3. Contracted professional services resources are required to accomplish various tasks and deliverables to ensure force development objectives are met.

#### 2. Requirements

- 2.1. The scope of the requirement is to provide specialist support in conceiving, designing, building and managing cyber and JCIS capabilities. A Capability is defined as an integration of People, Research &

Development, Infrastructure, Concepts of Operation and Doctrine, Information Technology Equipment, and Support and Sustainment (PRICIE). Professional services to DG Cyber will be for various force development and capability management efforts on an "as-and-when-required" basis as outlined in this SOW which will include the categories of services specified below:

Workstream A:

- a. A.8 System Analyst
- b. B.1 Business Analyst
- c. B.2 Business Architect
- d. B.6 Business Systems Analyst
- e. B.9 Courseware Developer
- f. B.11 Instructor, IT
- g. B.14 Technical Writer
- h. P.1 Change Management Consultant
- i. P.3 Human Resource Consultant
- j. P.4 Organizational Development Consultant
- k. P.6 Project Administrator
- l. P.7 Project Coordinator
- m. P.9 Project Manager

Workstream B:

- a. C.3 IT Security TRA and C&A Analyst
- b. C.8 Network Security Analyst
- c. C.11 IT Security Vulnerability Analysis Specialist

### 3. Contract Management Meetings

Meeting Types: The following three types of meetings will be conducted as part of this SOW:

- 3.1. Kick-off Meeting:** A kick-off meeting will be held upon award of the Contract to provide an opportunity for the Contractor and Canada's key personnel to meet. The Contractor must provide a summary of its planning for the completion of work and provision of services. This meeting will also provide the Contractor and Canada with an opportunity to seek clarification of any matters related to the Contract. This meeting will be chaired by the Contracting Authority (CA). The meeting date will be determined by agreement between the Parties.
- 3.2. Progress Review Meetings:** The Contractor must conduct periodic Progress Review Meetings to provide an update on the status of the Work, to identify and highlight problem areas, and discuss progress and to establish baselines for future planning and action. Progress Review meetings must be convened by the Contractor at least once a year, unless Canada and the Contractor mutually agree to meet more or less often, if required.
- 3.3. Ad-hoc Meetings:** Ad-hoc meetings may be convened as necessary to address specific issues or risks as necessary. The requestor of the Ad-hoc Meeting will chair the meeting.
- 3.4. Location of Meetings:** Meetings will normally be held at one of DND's facilities within the National Capital Region. An alternate location may be determined upon the mutual agreement of the Canada and the Contractor. By exception, meetings or reviews may be held by teleconference or videoconference upon mutual agreement by the Canada and the Contractor.



**4. Training**

- 4.1. The Contractor must ensure the currency of knowledge of their resources and must bear the costs incurred for training. In certain circumstances, contracted resources may require training available only through DND to perform a required task (such as training in using the Defence Resource Management Information System, for instance). If DND requires a resource to attend said course, DND will pay the costs of the training, including tuition.

**5. Security Clearance/Visit Clearance Request**

- 5.1. It is the responsibility Contractor to have an approved Visit Clearance Request (VCR) prior to the start of work.

**6. Resource Requirement**

- 6.1. The Contractor for a given Workstream must provide the services described for that Workstream in Article 12 – Tasks below on an “as-and-when-requested” basis through the issuance of Task Authorizations (TAs).

**7. Deliverables**

- 7.1. Deliverables will be specified within the TA. The scope of work attached to each TA will identify the particular deliverable(s), tasks, and other relevant areas of consideration that are required to be implemented by the Contractor in the provision of services.
- 7.2. The Contractor must provide various project status updates as well as project deliverables resulting from the tasks performed as described in the TA.
- 7.3. All Deliverables must be completed in English.

**8. Language of Work**

- 8.1. The resources must be fluent in the English language. Fluent means that the individual must be able to communicate orally and in writing without any assistance and with minimal errors. All work must be completed in English.

**9. Travel and Living**

- 9.1. The Contractor must provide resources willing and able to travel as-and-when-requested by Canada.
- 9.2. Travel locations may be identified in the Travel and Living section of each individual Task Authorisation.
- 9.3. All requests for travel must be approved in writing by the Technical Authority or the authorized representative of Canada at least 2 weeks prior to travel departure.
- 9.4. Travel within the NCR or within 100 kilometers of the NCR, will not be reimbursed.
- 9.5. All travel must be in accordance with the contract and the current Treasury Board Travel Directive.

**10. Location of Work**

- 10.1. All Work will be performed at various DND facilities within the National Capital Region (NCR) and is subject to the hours of operation of the building. The location of the Work will be identified within each TA.

**10.2.** The Technical Authority will provide to the Contractor personnel the necessary tools and office automation required by the Contractor for the accomplishment of tasks.

**10.3.** DND will provide on-site equipment/services (CPU, keyboard, monitor, telephone line and access to the divisional LAN subject to normal security requirements). Access to databases or applications resident on DND computers or networks will be provided to Contractor personnel as and when required for the sole purpose of providing the services associated with this Contract.

## 11. Technical Environment

**11.1.** Specialities required to work within the technical environment for Workstream A could include but are not limited to the following:

Certifications, Standards, Protocols, Languages and Products					
<input type="checkbox"/>	Active X	<input type="checkbox"/>	Java Script	<input type="checkbox"/>	RUP
<input type="checkbox"/>	ADS	<input type="checkbox"/>	JDBC	<input type="checkbox"/>	SAP
<input type="checkbox"/>	ASP	<input type="checkbox"/>	JSP	<input type="checkbox"/>	SQL Server
<input type="checkbox"/>	BPWin	<input type="checkbox"/>	MIL-STD-498	<input type="checkbox"/>	SQL *DBA
<input type="checkbox"/>	C++	<input type="checkbox"/>	MS Access	<input type="checkbox"/>	SQL*Forms
<input type="checkbox"/>	C#	<input type="checkbox"/>	MS SQL	<input type="checkbox"/>	SQL*Menu
<input type="checkbox"/>	CICS	<input type="checkbox"/>	MySQL	<input type="checkbox"/>	SQL*Net
<input type="checkbox"/>	Cold Fusion	<input type="checkbox"/>	.Net	<input type="checkbox"/>	SQL*Plus
<input type="checkbox"/>	CORBA	<input type="checkbox"/>	Sharepoint	<input type="checkbox"/>	SQL*Report
<input type="checkbox"/>	Crystal Reports	<input type="checkbox"/>	Netron/CAP	<input type="checkbox"/>	Sybase
<input type="checkbox"/>	Delphi	<input type="checkbox"/>	ODBC	<input type="checkbox"/>	TCP/IP
<input type="checkbox"/>	EbXML	<input type="checkbox"/>	OLAP	<input type="checkbox"/>	Unisys DBII
<input type="checkbox"/>	ERWin	<input type="checkbox"/>	Oracle APEX	<input type="checkbox"/>	UNIX
<input type="checkbox"/>	Golden	<input type="checkbox"/>	Oracle Form & Reports 6i and above	<input type="checkbox"/>	Visual Basic
<input type="checkbox"/>	HML	<input type="checkbox"/>	Oracle Case	<input type="checkbox"/>	Visual C++
<input type="checkbox"/>	HTML	<input type="checkbox"/>	Oracle Database Express	<input type="checkbox"/>	XML
<input type="checkbox"/>	IDMS	<input type="checkbox"/>	Oracle Discover	<input type="checkbox"/>	
<input type="checkbox"/>	Impromptu	<input type="checkbox"/>	Perl	<input type="checkbox"/>	
<input type="checkbox"/>	IMS	<input type="checkbox"/>	PHP	<input type="checkbox"/>	
<input type="checkbox"/>	Informix	<input type="checkbox"/>	PL/SQL Developer	<input type="checkbox"/>	
<input type="checkbox"/>	Ingres	<input type="checkbox"/>	Power Builder	<input type="checkbox"/>	
<input type="checkbox"/>	J2EE	<input type="checkbox"/>	Rational Rose	<input type="checkbox"/>	
<input type="checkbox"/>	Java	<input type="checkbox"/>	RPG	<input type="checkbox"/>	

**11.2.** Specialities required to work within the technical environment for Workstream B could include but are not limited to the following:

Certifications, Standards, Protocols, Languages and Products			
<input type="checkbox"/>	SSL	<input type="checkbox"/>	X.400/X.500 Directory Standards
<input type="checkbox"/>	S-HTTP	<input type="checkbox"/>	X.509 Certificate Protocols
<input type="checkbox"/>	HTTP	<input type="checkbox"/>	TCP/IP
<input type="checkbox"/>	FTP	<input type="checkbox"/>	UDP
<input type="checkbox"/>	Telnet	<input type="checkbox"/>	DNS
<input type="checkbox"/>	S-MIME	<input type="checkbox"/>	SMTP
<input type="checkbox"/>	IPSec	<input type="checkbox"/>	SNTP

## 12. Tasks

### WORKSTREAM A – Applications Services Class

#	Resource Category	Level
A.8	System Analyst	L2
A.8	System Analyst	L3

#### 12.1. A.8 - System Analyst - Level 2

12.1.1. Tasks for the System Analyst Level 2 include, but are not limited to:

- a. Develop and analyse requirements, feasibility, cost, design, and specification documents for Cyber and JCIS systems;
- b. Implement systems to support projects, or organizations;
- c. Translate and analyse business requirements into systems design and specifications;
- d. Analyse alternatives and options for solutions;
- e. Develop and analyse technical specifications for systems development, design and implementation;
- f. Plan a system flow from the ground up;
- g. Interact with internal users and customers to learn and document requirements that are then used to produce business requirements documents;
- h. Capture, develop and document technical requirements;
- i. Interact with designers to understand software and hardware limitations;
- j. Analyze and advise developers and programmers during system development, e.g. provide use cases, flowcharts or database design;
- k. Perform system testing;
- l. Document requirements or contribute to user manuals;
- m. Identify, understand and plan for organizational impacts of planned systems, and ensure that new technical requirements are properly integrated with existing processes; and
- n. Perform other tasks related to the TBIPS System Analyst category as needed.

#### 12.2. A.8 - System Analyst - Level 3

12.2.1. Tasks for the System Analyst Level 3 include, but are not limited to:

- a. Perform all tasks identified in Level 2 plus;
- b. Recommend requirements, feasibility, cost, design, and specification documents for systems;

- c. Recommend business requirements for systems design and specifications;
- d. Recommend technical specifications for systems development, design and implementation;
- e. Brief senior management on technical details and recommendations; and
- f. Perform other tasks related to the TBIPS System Analyst category as needed.

#### **WORKSTREAM A – Business Services Class**

#	Resource Category	Level
B.1	Business Analyst	L2
B.1	Business Analyst	L3
B.2	Business Architect	L2
B.2	Business Architect	L3
B.6	Business Systems Analyst	L2
B.6	Business Systems Analyst	L3
B.9	Courseware Developer	L2
B.9	Courseware Developer	L3
B.11	Instructor, IT	L2
B.11	Instructor, IT	L3
B.14	Technical Writer	L2
B.14	Technical Writer	L3

#### **12.3.B.1 – Business Analyst Level 2**

12.3.1. Tasks for the Business Analyst Level 2 may include, but are not limited to:

- a. Develop and document statements of requirements for cyber and JCIS capabilities;
- b. Study and document the processes used by operational units that employ Cyber and JCIS capabilities;
- c. Perform business analyses of functional requirement changes to identify information, procedures, and decision flows in order to assess the impact of change;
- d. Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems;
- e. Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems;
- f. Establish acceptance test criteria with client;
- g. Support and use the selected departmental methodologies; and
- h. Perform other tasks related to the TBIPS Business Analyst category as needed.

**12.4. B.1 – Business Analyst – Level 3**

12.4.1. Tasks for the Business Analyst Level 3 may include, but are not limited to:

- a. Perform all tasks identified in level 2 plus:
- b. Brief senior management; and
- c. Perform other tasks related to the TBIPS Business Analyst category as needed.

**12.5. B.2 – Business Architect – Level 2**

12.5.1. Tasks for the Business Architect Level 2 may include, but are not limited to:

- a. Document baseline and target operational / business architectures for Cyber and JCIS capabilities;
- b. Develop gap analyses, roadmaps;
- c. Document and develop strategic changes, models, policies and business processes to develop policies and rules that allow an organization to carry out its mandate and functional responsibilities;
- d. Develop the specifications for where, how and why the various organizational components might fit together, and how they support the organization's mandate; and
- e. Perform other tasks related to the TBIPS Business Architect category as needed.

**12.6. B.2 – Business Architect – Level 3**

12.6.1. Tasks for the Business Architect Level 3 may include, but is not limited to:

- a. Perform all tasks identified in level 2 plus:
- b. Recommend the specifications for where, how and why the various organizational components fit together, and how they support the organization's mandate;
- c. Brief senior management; and
- d. Perform other tasks related to the TBIPS Business Architect category as needed.

**12.7. B.6 – Business System Analyst – Level 2**

12.7.1. Tasks for the Business System Analyst Level 2 may include, but are not limited to:

- a. Identify and develop candidate processes for automation for Cyber and JCIS capabilities;
- b. Develop and document a detailed statement of requirements for the proposed alternative recommended in the business case analysis for a particular project;
- c. Perform business analyses of functional requirements to identify information, procedures, and decision flows;
- d. Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems, and develop data dictionary;
- e. Define and document interfaces of manual-to-automated operations within application subsystems to external systems, and between new and existing systems;
- f. Identify candidate business processes for re-design, prototype potential solutions, provide trade-off information and suggest recommended courses of action. Identify the modifications to the automated processes;
- g. Support and use the selected departmental methodologies; and
- h. Perform other tasks related to the TBIPS Business Systems Analyst category as needed.

**12.8. B.6 – Business System Analyst – Level 3**

12.8.1. Tasks for the Business System Analyst Level 3 may include, but are not limited to:

- a. Perform all tasks identified in level 2 plus:
- b. Brief senior management; and
- c. Perform other tasks related to the TBIPS Business Systems Analyst category as needed.

**12.9.B.9 – Courseware Developer – Level 2**

12.9.1. Tasks for the Courseware Developer Level 2 may include, but are not limited to:

- a. Develop courseware for the emerging domain of cyber operations;
- b. Perform needs assessment/analysis for training purposes;
- c. Plan and monitor training projects;
- d. Perform job, task, and/or content analysis;
- e. Write criterion-referenced, performance-based objectives;
- f. Recommend instructional media and strategies;
- g. Develop performance measurement standards;
- h. Develop training materials;
- i. Prepare end-users for implementation of courseware materials;
- j. Communicate effectively by visual, oral, and written form with individuals, small group, and in front of large audiences; and
- k. Perform other tasks related to the TBIPS Courseware Developer category as needed.

**12.10. B.9 Courseware Developer – Level 3**

12.10.1. Tasks for the Courseware Developer Level 3 may include, but are not limited to:

- a. Perform all tasks identified in level 2 plus:
- b. Brief senior management; and
- c. Perform other tasks related to the TBIPS Courseware Developer category as needed.

**12.11. B.11 Instructor, IT – Level 2**

12.11.1. Tasks for the Instructor, IT Level 2 may include, but are not limited to:

- a. Assess the relevant characteristics of a target audience.
- b. Prepare end-users for implementation of courseware materials.
- c. Conduct training courses.
- d. Communicate effectively by visual, oral, and written form with individuals, small groups, and in front of large audiences;
- e. Develop and maintain course content that they have delivered; and
- f. Perform other tasks related to the TBIPS Instructor, IT category as needed.

**12.12. B.11 – Instructor, IT – Level 3**

12.12.1. Tasks for the Instructor, IT Level 3 may include, but are not limited to:

- a. Assess the relevant characteristics of a target audience.
- b. Prepare end-users for implementation of courseware materials.
- c. Conduct training courses.
- d. Communicate effectively by visual, oral, and written form with individuals, small groups, and in front of large audiences;
- e. Develop and maintain course content that they have delivered;
- f. Brief senior management; and
- g. Perform other tasks related to the TBIPS Instructor, IT category as needed.

**12.13. B.14 – Technical Writer – Level 2**

12.13.1. Tasks for the Technical Writer Level 2 may include, but are not limited to:

- a. Document help text, user manuals, technical documentation, web page content, etc.;
- b. Review documentation standards and the existing project documentation;
- c. Determine documentation requirements and deliver plans for meeting them;
- d. Gather information concerning the features and functions provided by the developers;
- e. Assess the audience for any required documents/manuals and prepare a statement of purpose and scope for each;
- f. Develop a table of content for each document/manual and write or edit the required content;
- g. Investigate the accuracy of the information collected by making direct use of the material being documented;
- h. Prepare or coordinate the preparation of any required illustrations and diagrams;
- i. Design the layout of documents/manuals;
- j. Use word-processing, desk-top publishing and graphics software packages to produce final copy; and
- k. Perform other tasks related to the Technical Writer category as needed.

#### 12.14. Technical Writer, Level 3

12.14.1. Tasks for the Technical Writer Level 3 may include, but are not limited to:

- a. Perform all tasks identified in level 2 plus:
- b. Coordinate work of junior technical writing resources;
- c. Conduct formal quality assurance on work being undertaken;
- d. Brief technical documentation reports to the Senior Management; and
- e. Perform other tasks related to the Technical Writer category as needed.

### WORKSTREAM A - Project Management Services Class

#	Resource Category	Level
P.1	Change Management Consultant	L2
P.1	Change Management Consultant	L3
P.3	HR Consultant	L2
P.3	HR Consultant	L3
P.4	Organizational Development Consultant	L2
P.4	Organizational Development Consultant	L3
P.6	Project Administrator	L2
P.6	Project Administrator	L3
P.7	Project Coordinator	L2

P.7	Project Coordinator	L3
P.9	Project Manager	L2
P.9	Project Manager	L3

**12.15. P.1 – Change Management Consultant – Level 2**

12.15.1. Tasks for the Change Management Consultant Level 2 may include, but are not limited to:

- a. Analyze and develop business cyber and JCIS operations critical success factors;
- b. Analyze and develop architecture requirements design, process development, process mapping and training;
- c. Lead functional staff to help define business strategy and processes in support of transformation and change management activities;
- d. Participate in change impact analysis and change management activities;
- e. Participate in organizational realignment (job re-design, organizational re-structuring);
- f. Coordinate development of training and coordination with various stakeholders;
- g. Create presentations and present to various stakeholders, and facilitate meetings and discussions; and
- h. Perform other tasks related to the Change Management Consultant category as needed.

**12.16. P.1 – Change Management Consultant – Level 3**

12.16.1. Tasks for the Change Management Consultant Level 3 may include, but are not limited to:

- a. Perform all tasks identified in level 2 plus:
- b. Plan, coordinate and implement strategic communication plans;
- c. Coordinate writing projects including defining project scope, developing plans and strategies;
- d. Brief project technical details to project staff and senior management;
- e. Lead, brief, coordinate and liaise with senior management on change management activities; and
- f. Perform other tasks related to the Change Management Consultant category as needed.

**12.17. P.3 – Human Resources (HR) Consultant – Level 2**

12.17.1. Tasks for the Human Resources (HR) Consultant Level 2 may include, but are not limited to:

- a. Develop guiding HR practices and principles for the Cyber Force;
- b. Conduct recruitment and selection;
- c. Conduct performance management and evaluation;
- d. Develop training and development programs;
- e. Develop and conduct reward and recognition programs;
- f. Coordinate learning and development initiatives, including identification of training needs, implementation of training plans and learning and development strategies;
- g. Undertake research and provide recommendations on HR initiatives;
- h. Consult, influence and communicate regarding team and workshop facilitation;
- i. Conduct team and workshop facilitation and
- j. Perform other tasks related to the Human Resources (HR) Consultant category as needed.

**12.18. P.3 – Human Resources (HR) Consultant – Level 3**

12.18.1. Tasks for the Human Resources (HR) Consultant Level 3 may include, but are not limited to:



- a. Perform all tasks identified in level 2 plus:
- b. Brief senior management; and
- c. Perform other tasks related to the Human Resources (HR) Consultant category as needed.

**12.19. P.4 – Organizational Development Consultant – Level 2**

12.19.1. Tasks for the Organizational Development Consultant Level 2 may include, but are not limited to:

- a. Enable, facilitate, and mediate the evolution of the Cyber Force structures toward the Cyber Force's desired outcome or structure;
- b. Assist with organizational needs assessment and strategic planning to ensure development of human capital to meet business objectives and goals;
- c. Provide advice, support and consultation to senior staff, business unit requests, and front line management to achieve strategic initiatives and goals;
- d. Research, design, implement and maintain employee development programs including leadership development and other management development programs;
- e. Develop and implement processes to measure the effectiveness of development and learning efforts to ensure performance improvements are focused on measurable and attainable results;
- f. Collaborate with HR and business unit executives to ensure clear standards and metrics linked to talent reviews and employee development plans;
- g. Develop strategic partnerships with other internal project managers to identify and consult on change management initiatives to support strategic projects requiring organizational culture change;
- h. Proactively address and respond to Organizational Development issues by bringing key stakeholders together to assess root causes and performance gaps and recommend appropriate interventions;
- i. Apply continuous improvement processes and procedures, eliminating non-value added activities;
- j. Conduct focus groups and/or process improvement sessions as needed;
- k. Implement and manage the organization's training to ensure cost effective employee development activities that support the organization's strategic initiatives;
- l. Manage and facilitate organizational initiatives and projects as requested; and
- m. Perform other tasks related to the Organizational Development Consultant category as needed.

**12.20. P.4 – Organizational Development Consultant – Level 3**

12.20.1. Tasks for the Organizational Development Consultant Level 3 may include, but are not limited to:

- a. Perform all tasks identified in level 2:
- b. Brief senior management; and
- c. Perform other tasks related to the Organizational Development Consultant category as needed.

**12.21. P.6 – Project Administrator– Level 2**

12.21.1. Tasks for the Project Administrator Level 2 may include, but are not limited to:

- a. Assist project management and data processing professionals Cyber / JCIS project directors, technical users and end users in simple routine tasks;
- b. Provide administrative and technical support of a clerical nature as required to projects;
- c. Maintain project documentation and application/system libraries;
- d. Act as the first point of contact in a "hot-line" situation by accepting incoming calls, logging calls, attempting to resolve simple problems and following established procedures for more

- difficult problems;
- e. Track project change requests;
- f. Maintain and update relevant project information in manual and/or electronic files which might include such things as project activity schedule, status reports, correspondence;
- g. Use computer tools, aids, system control languages on PCs, minis, or mainframes to perform work;
- h. Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project; and
- i. Perform other tasks related to the Project Administrator category as needed.

**12.22. P.6 – Project Administrator – Level 3**

12.22.1. Tasks for the Project Administrator Level 3 may include, but are not limited to:

- a. Perform all tasks identified in level 2 plus:
- b. Assist project management and data processing professionals, technical users and end users in performing complex routine tasks; and
- c. Perform other tasks related to the Project Administrator category as needed.

**12.23. P.7 – Project Coordinator – Level 2**

12.23.1. Tasks for the Project Coordinator Level 2 may include, but are not limited to:

- a. Assist Cyber / JCIS project directors, technical users and end users in project coordination and synchronization tasks;
- b. Provide administrative and technical support of a clerical nature as required to a project team;
- c. Assist in performing such tasks as maintaining project documentation and application/system libraries;
- d. Act as the first point of contact in a "hot-line" situation by accepting incoming calls, logging calls, attempting to resolve simple problems and following established procedures for more difficult problems;
- e. Track project change requests;
- f. Maintain and update relevant project information in manual and/or electronic files (project information might include project activity schedules, status reports and correspondence);
- g. Use computer tools, aids, system control languages on PCs, minis, or mainframes to perform work;
- h. Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project; and
- i. Perform other tasks related to the Project Coordinator category as needed.

**12.24. P.7 – Project Coordinator– Level 3**

12.24.1. Tasks for the Project Coordinator Level 3 may include, but are not limited to:

- a. Perform all tasks identified in level 2 plus:
- b. Brief project technical details to project staff and senior management; and
- c. Perform other tasks related to the Project Coordinator category as needed.

**12.25. P.9 – Project Manager – Level 2**

12.25.1. Tasks for the Project Manager Level 2 may include, but are not limited to:

- a. Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully

- operational within previously agreed time, cost and performance parameters;
- b. Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof;
  - c. Define and document objectives for projects; determine budgetary requirements, composition, roles and responsibilities and terms of reference for the project team;
  - d. Report progress of the project on an ongoing basis and at scheduled points in the life cycle;
  - e. Meet in conference with stakeholders and other project managers and state problems in a form capable of being solved;
  - f. Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems and work with a variety of project management tools;
  - g. Define and manage project scope through development of scope statement(s), work breakdown structure(s) and work breakdown structure dictionary;
  - h. Define and manage project time through the development and management of activities, sequencing of activities and project schedule;
  - i. Define and manage project cost through the development and management of activity resource estimates, overall project cost estimates and project budget;
  - j. Plan and manage project quality through the development and management of quality plans, quality assurance and quality control;
  - k. Plan and manage project resources through the development and management of human resource plans, staff estimates and team member performance and the composition, roles and responsibilities and terms of reference for the project team;
  - l. Plan and manage project communications through the development and management of project communications plans, project documentation and project communications;
  - m. Plan and manage project risk through the development and management of the project risk management plan, the project risk register, and risk analysis;
  - n. Plan and manage project procurement through the development and management of the project procurement strategy and plan;
  - o. Plan and manage project stakeholder management through the development and management of the project stakeholder management plan and the stakeholder register;
  - p. Monitor the design, implementation and operations start-up of the proposed system against established goals, objectives and milestones; and
  - q. Perform other tasks related to the Project Manager category as needed.

#### 12.26. P.9 – Project Manager – Level 3

12.26.1. Tasks for the Project Manager Level 3 may include, but are not limited to:

- a. Perform all tasks identified in level 2 plus:
- b. Report progress of projects on an ongoing basis and at scheduled points in the life cycle and report to senior management;
- c. Brief project technical details to project staff and senior management;
- d. Leads, briefs, coordinates and liaises with senior management on project management activities; and
- e. Perform other tasks related to the Project Manager category as needed.

#### WORKSTREAM B – Cyber Protection Services Class

#	Resource Category	Level
C.3	IT Security TRA and C&A Analyst	L2
C.3	IT Security TRA and C&A Analyst	L3

C.8	Network Security Analyst	L2
C.8	Network Security Analyst	L3
C.11	IT Security Vulnerability Analysis Specialist	L2
C.11	IT Security Vulnerability Analysis Specialist	L3

#### 12.27. C.3 IT Security TRA and C&A Analyst – Level 2

12.27.1. Tasks for the IT Security TRA and C&A Analyst Level 2 may include, but are not limited to:

- a. Review, analyze, and/or apply Federal, Provincial or Territorial IT Security policies, System IT Security Certification & Accreditation processes, IT Security products, safeguards and best practices, and IT Security risk mitigation strategies;
- b. Identify threats to, and vulnerabilities of operating systems (such as MS, Unix, Linux, and Novell), and wireless architectures;
- c. Identify personnel, technical, physical, and procedural threats to and vulnerabilities of Federal, Provincial or Territorial IT systems;
- d. Develop reports such as: Data security analysis, Concepts of operation, Statements of Sensitivity (SoSs), Threat assessments, Privacy Impact Assessments (PIAs), Non-technical Vulnerability Assessments, Risk assessments, IT Security threat, vulnerability and/or risk briefings;
- e. Conduct Certification activities such as: Develop Security Certification Plans; verify that security safeguards meet the applicable policies and standards; validate the security requirements by mapping the system-specific security policy to the functional security requirements, and mapping the security requirements through the various stages of design documents; verify that security safeguards have been implemented correctly and that assurance requirements have been met (this includes confirming that the system has been properly configured, and establishing that safeguards meet applicable standards); conduct Security Testing and Evaluation (ST&E) to determine if the technical safeguards are functioning correctly; and assess the residual risk provided by the risk assessment to determine if it meets an acceptable level of risk;
- f. Conduct Accreditation activities such as: (1) review of certification results in the design review documentation by the Accreditation Authority to ensure that the system will operate with an acceptable level of risk, (2) assess compliance with departmental and system security policies and standards, (3) identify conditions under which a system is to operate (for approval purposes), and (4) make recommendations and draft proposed text regarding the following types of approvals:
  - i. Developmental approval by both the Operational and the Accreditation Authorities to proceed to the next stage in an IT system's life cycle development if sensitive information is to be handled by the system during development;
  - ii. Operational written approval for the implemented IT system to operate and process sensitive information if the risk of operating the system is deemed acceptable, and if the system is in compliance with applicable security policies and standards; or
  - iii. Interim approval - a temporary written approval to process sensitive information under a set of extenuating circumstances where the risk is not yet acceptable, but there is an operational necessity for the system under development; and
- g. Perform other tasks related to the IT Security TRA and C&A Analyst category as needed.

**12.28. C.3 IT Security TRA and C&A Analyst – Level 3**

12.28.1. Tasks for the IT Security TRA and C&A Analyst Level 3 may include, but are not limited to:

- a. Perform all tasks identified in Level 2 plus:
- b. Develop and deliver training material relevant to IT Security TRA and C&A;
- c. Brief senior management;
- d. Review and provide comments related to IT Security TRA and C&A; and
- e. Perform other tasks related to the IT Security TRA and C&A Analyst category as needed.

**12.29. C.8 Network Security Analyst - Level 2**

12.29.1. Tasks for the IT Network Security Analyst Level 2 may include, but are not limited to:

- a. Review, analyze, and/or apply:
  - i. Internet security protocols such as SSL, S-HTTP, S-MIME, IPSec, SSH;
  - ii. TCP/IP, UDP, DNS, SMTP, SNMP;
  - iii. Approved GC Cryptographic Algorithms;
  - iv. Directory Standards such as X.400, X.500, and SMTP;
  - v. Networking Protocols (e.g., HTTP, FTP, Telnet);
  - vi. Network hardening (for example: shell scripting, service identification);
  - vii. Technical IT Security safeguards;
  - viii. IT Security tools and techniques;
  - ix. Operating Systems such as MS, Unix, Linux, and Novell;
  - x. Intrusion detection systems and firewalls;
  - xi. Network routers, multiplexers and switches; and
  - xii. Wireless technology;
- b. Analyze security data and provide advisories and reports;
- c. Conduct impact analysis for new software implementations, major configuration changes and patch management;
- d. Develop proof-of-concept models and trials for IT Security;
- e. Design/develop IT Security protocols;
- f. Identify and analyze technical threats to, and vulnerabilities of, networks;
- g. Analyze IT Security tools and techniques;
- h. Complete tasks related to authorization and authentication in physical and logical environments;
- i. Prepare tailored IT Security alerts and advisories from open and closed sources;
- j. Complete tasks directly supporting the departmental IT Security and Cyber Protection Program;
- k. Develop and deliver training material related to IT network security; and
- l. Perform other tasks related to the IT Network Security Analyst category as needed.

**12.30. C.8 IT Network Security Analyst - Level 3**

12.30.1. Tasks for the IT Network Security Analyst Level 3 may include, but are not limited to:

- a. Perform all tasks identified in Level 2 plus:
- b. Brief senior management;
- c. Review and provide comments on documentation related to IT network security; and
- d. Perform other tasks related to the IT Network Security Analyst category as needed.

**12.31. C.11 IT Security Vulnerability Analysis Specialist- Level 2**

12.31.1. Tasks for the IT Security Vulnerability Analysis Specialist Level 2 may include, but are not limited to:

- a. Review, analyze, and/or apply:
  - i. Threat agents analysis tools and other emerging technologies including privacy enhancement, predictive analysis, VoIP, data visualization and fusion, wireless security devices, PBX and telephony firewall,
  - ii. War dialers, password crackers,
  - iii. Public Domain IT vulnerability advisory services,
  - iv. Network scanners and vulnerability analysis tools such as SATAN, ISS, Portscan & NMap,
  - v. Networking Protocols (HTTP, FTP, Telnet),
  - vi. Internet security protocols such as SSL, S-HTTP, S-MIME, IPSec, SSH, TCP/IP, UDP, DNS, SMTP, SNMP,
  - vii. Wireless security;
  - viii. Intrusion detection systems, firewalls and content checkers, and
  - ix. Host and network intrusion detection and prevention systems - Anti-virus management;
- b. Identify threats to, and technical vulnerabilities of, networks;
- c. Conduct on-site reviews and analysis of system security logs;
- d. Collect, collate, analyze and disseminate public domain information related to networked computer threats and vulnerabilities, security incidents and incident responses;
- e. Prepare and/or deliver IT Security threat, vulnerability and/or risk briefings;
- f. Complete tasks directly supporting the departmental IT Security and Cyber Protection Program; and
- g. Develop and deliver training material related to the category.
- h. Perform other tasks related to the IT Security Vulnerability Analysis Specialist category as needed.

**12.32. C.11 IT Security Vulnerability Analysis Specialist - Level 3**

12.32.1. Tasks for the IT Security Vulnerability Analysis Specialist Level 3 may include, but are not limited to:

- a. Review, analyze, and/or apply:
  - i. Threat agents analysis tools and other emerging technologies including privacy enhancement, predictive analysis, VoIP, data visualization and fusion, wireless security devices, PBX and telephony firewall,
  - ii. War dialers, password crackers,
  - iii. Public Domain IT vulnerability advisory services,
  - iv. Network scanners and vulnerability analysis tools such as SATAN, ISS, Portscan & NMap,
  - v. Networking Protocols (HTTP, FTP, Telnet),
  - vi. Internet security protocols such as SSL, S-HTTP, S-MIME, IPSec, SSH, TCP/IP, UDP, DNS, SMTP, SNMP,
  - vii. Wireless security;
  - viii. Intrusion detection systems, firewalls and content checkers, and

- ix. Host and network intrusion detection and prevention systems - Anti-virus management,;
- b. Identify threats to, and technical vulnerabilities of, networks;
- c. Conduct on-site reviews and analysis of system security logs;
- d. Collect, collate, analyze and disseminate public domain information related to networked computer threats and vulnerabilities, security incidents and incident responses;
- e. Prepare and/or deliver IT Security threat, vulnerability and/or risk briefings;
- f. Complete tasks directly supporting the departmental IT Security and Cyber Protection Program;
- g. Develop and deliver training material;
- h. Brief senior management;
- i. Review and provide comments on documentation related to network security; and
- j. Perform other tasks related to the IT Security Vulnerability Analysis Specialist category as needed.

## **APPENDIX A TO ANNEX A – Task Authorization (TA) 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 "Allocation of Task Authorizations". Once a draft TA Form is received, the Contractor must submit to the DND Procurement Authority 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 to 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 and rated 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 assess any points or 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. Points will not be allocated or a mandatory criteria 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 points be allocated or a mandatory criteria 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 for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.
6. Once the quotation has been accepted by the DND Procurement 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.



### Instructions for completing DND 626 - Task Authorization

**Contract no.**  
Enter the PWGSC contract number in full.

**Task no.**  
Enter the sequential Task number.

**Amendment no.**  
Enter the amendment number when the original Task is amended to change the scope or the value.

**Increase/Decrease**  
Enter the increase or decrease total dollar amount including taxes.

**Previous value**  
Enter the previous total dollar amount including taxes.

**To**  
Name of the contractor.

**Delivery location**  
Location where the work will be completed, if other than the contractor's location.

**Delivery/Completion date**  
Completion date for the task.

**for the Department of National Defence**  
Signature of the DND person who has delegated Authority for signing DND 626 (level of authority based on the dollar value of the task and the equivalent signing authority in the PAM 1.4). **Note:** the person signing in this block ensures that the work is within the scope of the contract, that sufficient funds remain in the contract to cover this task and that the task is affordable within the Project/Unit budget.

**Services**  
Define the requirement briefly (attach the SOW) and identify the cost of the task using the contractor's quote on the level of effort. The Task must use the basis of payment stipulated in the contract. If there are several basis of payment then list here the one(s) that will apply to the task quote (e.g. milestone payments; per diem rates/labour category hourly rates; travel and living rates; firm price/ceiling price, etc.). All the terms and conditions of the contract apply to this Task Authorization and cannot be ignored or amended for this task. Therefore it is not necessary to restate these general contract terms and conditions on the DND 626 Task form.

**Cost**  
The cost of the Task broken out into the individual costed items in **Services**.

**GST/HST**  
The GST/HST cost as appropriate.

**Total**  
The total cost of the task. The contractor may not exceed this amount without the approval of DND indicated on an amended DND 626. The amendment value may not exceed 50% (or the percentage for amendments established in the contract) of the original value of the task authorization. The total cost of a DND 626, including all amendments, may not exceed the funding limit identified in the contract.

**Applicable only to PWGSC contracts**  
This block only applies to those Task Authorization contracts awarded by PWGSC. The contract will include a specified threshold for DND sole approval of the DND 626 and a percentage for DND to approve amendments to the original DND 626. Tasks that will exceed these thresholds must be passed to the PWGSC Contracting Authority for review and signature prior to authorizing the contractor to begin work.

**Note:**  
Work on the task may not commence prior to the date this form is signed by the DA Authority - for tasks within the DND threshold; and by both DND and PWGSC for those tasks over the DND threshold.

### Instructions pour compléter le formulaire DND 626 - Autorisation des tâches

**N° du contrat**  
Inscrivez le numéro du contrat de TPSGC en entier.

**N° de la tâche**  
Inscrivez le numéro de tâche séquentiel.

**N° de la modification**  
Inscrivez le numéro de modification lorsque la tâche originale est modifiée pour en changer la portée.

**Augmentation/Réduction**  
Inscrivez le montant total de l'augmentation ou de la diminution, y compris les taxes.

**Valeur précédente**  
Inscrivez le montant total précédent, y compris les taxes.

**A**  
Nom de l'entrepreneur.

**Expédié à**  
Endroit où le travail sera effectué, si celui-ci diffère du lieu d'affaires de l'entrepreneur.

**Date de livraison/d'achèvement**  
Date d'achèvement de la tâche.

**pour le ministère de la Défense nationale**  
Signature du représentant du MDN auquel on a délégué le pouvoir d'approbation en ce qui a trait à la signature du formulaire DND 626 (niveau d'autorité basé sur la valeur de la tâche et le signataire autorisé équivalent mentionné dans le MAA 1.4). **Nota :** la personne qui signe cette attache de signature confirme que les travaux respectent la portée du contrat, que suffisamment de fonds sont prévus au contrat pour couvrir cette tâche et que le budget alloué à l'unité ou pour le projet le permet.

**Services**  
Définissez brièvement le besoin (joignez l'ET) et établissez le coût de la tâche à l'aide de la soumission de l'entrepreneur selon le niveau de difficulté de celle-ci. Les modalités de paiement stipulées dans le contrat s'appliquent à la tâche. Si plusieurs d'entre elles sont prévues, énumérez ici celle/celles qui s'appliquera/ront à la soumission pour la tâche à accomplir (p.ex. acompte fondé sur les étapes franchies; taux quotidien ou taux horaire établi selon la catégorie de main-d'œuvre; frais de déplacement et de séjour; prix fixe ou prix plafond; etc.). Toutes les modalités du contrat s'appliquent à cette autorisation de tâche et ne peuvent être négligées ou modifiées quant à la tâche en question. Il n'est donc pas nécessaire de répéter ces modalités générales afférentes au contrat sur le formulaire DND 626.

**Prix**  
Mentionnez le coût de la tâche en le répartissant selon les frais afférents à chaque item mentionné dans la rubrique **Services**.

**TPS/TVH**  
Mentionnez le montant de la TPS/TVH, s'il y a lieu.

**Total**  
Mentionnez le coût total de la tâche. L'entrepreneur ne peut dépasser ce montant sans l'approbation du MDN, formulaire DND 626 modifié à l'appui. Le coût de la modification ne peut pas être supérieur à 50 p. 100 du montant initial prévu dans l'autorisation de tâche (ou au pourcentage prévu dans le contrat pour les modifications). Le coût total spécifié dans le formulaire DND 626, y compris toutes les modifications, ne peut dépasser le plafond de financement mentionné dans le contrat.

**Ne s'applique qu'aux contrats de TPSGC**  
Le présent paragraphe s'applique uniquement aux autorisations de tâche accordées par TPSGC. On inscrira dans le formulaire DND 626 un plafond précis qui ne pourra être approuvé que par le MDN et un pourcentage selon lequel le MDN pourra approuver des modifications au formulaire DND 626 original. Les tâches dont le coût dépasse ces plafonds doivent être soumises à l'autorité contractante de TPSGC pour examen et signature avant qu'on autorise l'entrepreneur à débiter les travaux.

**Nota :**  
Les travaux ne peuvent commencer avant la date de signature de ce formulaire par le responsable du MDN, pour les tâches dont le coût est inférieur au plafond établi par le MDN, et par le MDN et TPSGC pour les tâches dont le coût dépasse le plafond établi par le MDN.

## APPENDIX C TO ANNEX A – Resource Assessment Criteria

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Appendix. 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.

### MANDATORY RESOURCE CRITERIA – WORKSTREAM A (Applicable to Workstream A only)

#### Application Services Class

A.8 System Analyst – Level 2		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
M1	The Contractor must clearly demonstrate that the proposed resource has a minimum of five (5) years' combined experience, within the last ten (10) years, developing system designs and specifications in cyber security or Joint Communications and Information Systems (JCIS) environments.	
M2	The Contractor must clearly demonstrate that the proposed resource has a minimum of three (3) years' combined experience, within the last ten (10) years, developing system designs and specifications using Rational Unified Process (RUP) framework and Unified Modeling Language (UML), including storyboarding and System Use Cases (SUC).	
M3	<p>The Contractor must clearly demonstrate that that the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, developing system designs and specifications within High Availability* and High Volume Applications** within a multi-application, multi-tier***, Information Technology (IT) environment.</p> <p>*High Availability is defined as a system that is expected to operate reliably for 24 hours per day, 365 days per years and an associated implementation that ensures a minimum of 99% operational continuity per year.</p> <p>**High Volume Application is defined as a system that supports more than 100 users across multiple geographic locations and has a minimum of 10,000 transactions per day.</p> <p>***Multi-Tier" refers to an IT environment where presentation, application processing and data management functions are physically separated.</p>	

<b>A.8 System Analyst – Level 3</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of eight (8) years' combined experience, within the last fifteen (15) years, developing system designs and specifications in cyber security and JCIS environments.	
<b>M2</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of five (5) years' combined experience, within the last ten (10) years, developing system designs and specifications using Rational Unified Process (RUP) framework and Unified Modeling Language (UML) including storyboarding and System Use Cases (SUC).	
<b>M3</b>	<p>The Contractor must clearly demonstrate that the proposed resource has a minimum of eight (8) years' experience, within the last fifteen (15) years, developing system designs and specifications within High Availability* and High Volume Applications** within a multi-application, multi-tier***, Information Technology (IT) environment.</p> <p>*High Availability is defined as a system that is expected to operate reliably for 24 hours per day, 365 days per years and an associated implementation that ensures a minimum of 99% operational continuity per year.</p> <p>**High Volume Application is defined as a system that supports more than 100 users across multiple Geographic locations and has a minimum of 10,000 transactions per day.</p> <p>***Multi-Tier" refers to an IT environment where presentation, application processing and data management functions are physically separated.</p>	

### Business Services Class

<b>B.1 Business Analyst – Level 2</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	<p>The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' combined experience, within the last ten (10) years, performing business analysis of functional requirements to identify all of the following:</p> <ul style="list-style-type: none"> <li>- business requirements,</li> <li>- procedures,</li> <li>- methods,</li> <li>- subsystems,</li> <li>- interfaces,</li> <li>- prototypes; and</li> <li>- decision flows.</li> </ul>	

<b>B.1 Business Analyst – Level 2</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of two (2) years' experience, within the last ten (10) years, developing use cases for business modelling and business requirements definition.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, identifying viable business solution options and recommending courses of action.	
<b>M4</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, developing process analysis and functional specifications to support the development of automated business processes.	

<b>B.1 Business Analyst – Level 3</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' combined experience, within the last fifteen (15) years, performing business analysis of functional requirements to identify all of the following: <ul style="list-style-type: none"> <li>- business requirements,</li> <li>- procedures,</li> <li>- methods,</li> <li>- subsystems,</li> <li>- interfaces,</li> <li>- prototypes; and</li> <li>- decision flows.</li> </ul>	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, developing use cases for business modelling and business requirements definition.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, identifying viable business solution options and recommending courses of action.	
<b>M4</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' combined experience, within the last ten (10) years, developing process analysis and functional specifications to support the development of automated business processes.	
<b>M5</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of three years' combined experience, within the last ten years, briefing business analysis results and options to the senior management and other project sub-teams such as architecture, design, and development.	

<b>B.2 Business Architect – Level 2</b>		
<b>#</b>	<b>MANDATORY CRITERIA</b>	<b>CONTRACTOR'S RESPONSE</b>
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' combined experience, within the last ten (10) years, identifying various business architecture components and business strategies.	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of three (3) years' combined experience, within the last ten (10) years, in the following: identifying, analyzing or validating services and service processes to facilitate business transformation initiatives. Experience must include the following: <ul style="list-style-type: none"> <li>i. Developing models;</li> <li>ii. Facilitating meetings or workshops to gather, analyze, and validate findings; and</li> <li>iii. Communicating findings to stakeholders and project management.</li> </ul>	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of two (2) years' of experience, within the last five (5) years, supporting business improvements or information technology initiatives. Experience must include the following: <ul style="list-style-type: none"> <li>i. Reviewing and analyzing the development and integration of business process and information models; and</li> <li>ii. Providing assistance and guidance in the development of business processes improvement to eliminate information and process redundancies.</li> </ul>	

<b>B.2 Business Architect – Level 3</b>		
<b>#</b>	<b>MANDATORY CRITERIA</b>	<b>CONTRACTOR'S RESPONSE</b>
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of seven (7) years' combined experience, within the last ten (10) years, working on identification of various business architecture components and business strategies.	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' combined experience, within the last fifteen (15) ten (10) years, in each of the following: identifying, analyzing and validating services and service processes to facilitate business transformation initiatives. Experience must include the following: <ul style="list-style-type: none"> <li>i. Developing models;</li> </ul>	

<b>B.2 Business Architect – Level 3</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
	<ul style="list-style-type: none"> <li>ii. Facilitating meetings or workshops to gather, analyze, and validate findings; and</li> <li>iii. Communicating findings to stakeholders and project management</li> </ul>	
<b>M3</b>	<p>The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' of experience, within the last ten (10) years, supporting business improvements or information technology initiatives. Experience must include the following:</p> <ul style="list-style-type: none"> <li>i. Reviewing and analyzing the development and integration of business process and information models; and</li> <li>ii. Providing assistance and guidance in the development of business processes improvement to eliminate information and process redundancies.</li> </ul>	
<b>M4</b>	<p>The Contractor must clearly demonstrate the proposed resource has a minimum of three (3) years' of experience, within the last five (5) years, developing business strategies on how organizational components fit together in support of organization and business mandates.</p>	

<b>B.6 Business System Analyst – Level 2</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	<p>The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' combined experience, within the last ten (10) years, performing business analysis of functional requirements to identify all of the following:</p> <ul style="list-style-type: none"> <li>- business requirements,</li> <li>- procedures,</li> <li>- methods,</li> <li>- subsystems,</li> <li>- interfaces,</li> <li>- prototypes; and</li> <li>- decision flows.</li> </ul>	
<b>M2</b>	<p>The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, developing detailed statements of business or operational requirements.</p>	
<b>M3</b>	<p>The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, identifying viable business / operational system solution options and recommending courses of action.</p>	
<b>M4</b>	<p>The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' combined experience, within the last ten (10) years, developing process analysis, functional specifications and non-</p>	



<b>B.6 Business System Analyst – Level 2</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
	functional specifications to support the development of automated business processes.	

<b>B.6 Business Systems Analyst – Level 3</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' combined experience, within the last fifteen (15) years, performing business analysis of functional and non-functional requirements to identify all of the following: <ul style="list-style-type: none"> <li>- business requirements,</li> <li>- procedures,</li> <li>- methods,</li> <li>- subsystems,</li> <li>- interfaces,</li> <li>- prototypes and</li> <li>- decision flows.</li> </ul>	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, developing detailed statements of business or operational requirements.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last fifteen (15) years, identifying viable business / operational system solution options and recommending a courses of action.	
<b>M4</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' combined experience, within the last fifteen (15)) years, developing process analysis, functional specifications and non-functional specifications to support the development of automated business processes.	

<b>B.9 Courseware Developer – Level 2</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, performing needs assessment and analysis for training purposes.	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of three (3) years' experience, within the last ten (10) years, on IM/IT projects, valued at a minimum of \$5M, in planning and monitoring training projects.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of three (3) years' experience, within the last ten (10) years, on IM/IT projects in developing training material and preparing end-users for implementing courseware material.	

<b>B.9 Courseware Developer – Level 3</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, performing needs assessment and analysis for training purposes for IM/IT projects.	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, on IM/IT projects, valued at a minimum of \$5M, in planning and monitoring training projects.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, on IM/IT projects in developing training material and preparing end-users for implementing courseware material.	

<b>B.11 Instructor, IT – Level 2</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, instructing IT courses.	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of three (3) years' experience, within the last five (5) years, assessing the relative characteristics of a target audience.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of four (4) years' experience, within the last ten (10) years, preparing end users for the implementation of course materials.	

<b>B.11 Instructor, IT – Level 3</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last fifteen (15) years, instructing IT courses	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten years (10), assessing the relative characteristics of a target audience.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last fifteen (15) years, preparing end users for the implementation of course materials.	

<b>B.14 Technical Writer – Level 2</b>		
<b>#</b>	<b>MANDATORY CRITERIA</b>	<b>CONTRACTOR'S RESPONSE</b>
<b>M1</b>	<p>The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' combined experience, within the last ten (10) years, working as a Technical Writer (or equivalent title) in an Information Management, Information Technology (IM/IT) environment performing a minimum of 5 of the following tasks:</p> <ul style="list-style-type: none"> <li>a. Documenting help text, user manuals, technical documentation, web page content, etc.;</li> <li>b. Reviewing documentation standards and the existing project documentation;</li> <li>c. Determining documentation requirements and delivers plans for meeting them;</li> <li>d. Gathering information concerning the features and functions provided by the developers;</li> <li>e. Assessing the audience for any required documents/manuals and preparing a statement of purpose and scope for each;</li> <li>f. Developing a table of content for each document/manual and writing or editing the required content;</li> <li>g. Investigating the accuracy of the information collected by making direct use of the material being documented;</li> <li>h. Preparing or coordinating the preparation of any required illustrations and diagrams;</li> <li>i. Designing the layout of documents/manuals; and</li> <li>j. Using word-processing, desk-top publishing and graphics software packages to produce final copy.</li> </ul>	
<b>M2</b>	<p>The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, planning, researching and preparing technical documentation within an IT environment. Technical documentation could include but would not be limited to Statements of Requirements, System Specifications, User Manuals/Guides, and Online technical help content.</p>	
<b>M3</b>	<p>The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, working with word-processing and desk-top or web publishing software tools to produce final camera-ready copy.</p>	

<b>B.14 Technical Writer – Level 3</b>		
<b>#</b>	<b>MANDATORY CRITERIA</b>	<b>CONTRACTOR'S RESPONSE</b>
<b>M1</b>	<p>The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' combined experience, within the last ten (10) years, working as a Technical Writer (or equivalent title) in an Information Technology (IT) environment, performing 5 of the following tasks:</p> <ul style="list-style-type: none"> <li>a. Document help text, user manuals, technical documentation, web page content, etc.;</li> <li>b. Review documentation standards and the existing project documentation;</li> <li>c. Determine documentation requirements and delivers plans for meeting them;</li> <li>d. Gather information concerning the features and functions provided by the developers;</li> <li>e. Assess the audience for any required documents/manuals and prepare a statement of purpose and scope for each;</li> <li>f. Develop a table of content for each document/manual and write or edit the required content;</li> <li>g. Investigate the accuracy of the information collected by making direct use of the material being documented;</li> <li>h. Prepare or coordinate the preparation of any required illustrations and diagrams;</li> <li>i. Design the layout of documents/manuals;</li> <li>j. Use word-processing, desk-top publishing and graphics software packages to produce final copy; and</li> <li>k. Coordinate work of junior technical writing resources;</li> <li>l. Conduct formal quality assurance on work being undertaken;</li> <li>m. Brief technical documentation reports to the Senior Management;</li> </ul>	
<b>M2</b>	<p>The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, planning, researching and preparing technical documentation within an IT environment. Technical documentation could include but would not be limited to Statements of Requirements, System Specifications, User Manuals/Guides, and Online technical help content.</p>	
<b>M3</b>	<p>The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, working with word-</p>	

<b>B.14 Technical Writer – Level 3</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
	processing and desk-top or web publishing software tools to produce final camera-ready copy.	

**Project Management Services Class**

<b>P.1 Change Management Consultant – Level 2</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, developing change management plans and strategies.	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, evaluating the impact of IM/IT system changes in a Large-Scale Organization with more than 1,000 employees.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' combined experience, within the last ten (10) years, developing new business policies and / or procedures / processes to support business and / or IM/IT system changes.	
<b>M4</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, developing communication material such as communiques, briefing notes, annual reports and treasury board submissions to support business changes and transformation.	

<b>P.1 Change Management Consultant – Level 3</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the past fifteen (15) years, working on a minimum of 3 IM/IT or business transformation projects. Each project must have had a budget of \$1 million or more.	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the past fifteen (15) years, developing change management plans and strategies.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' combined experience, within the past fifteen (15) years, evaluating the impact of IM/IT system changes in Large-Scale Organizations with more than 10,000 employees.	
<b>M4</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' combined experience, within the past fifteen (15) years, developing	

<b>P.1 Change Management Consultant – Level 3</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
	new business policies and / or procedures / processes to support business and / or IM/IT system changes.	
<b>M5</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the past fifteen (15) years, developing communication material, such as plans, strategies, presentation, speaking notes, and briefing notes documenting analysis to support business changes and transformation.	

<b>P.3 Human Resources Consultant – Level 2</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, conducting recruitment and selection.	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, conducting or coordinating performance management and evaluation.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, developing training and development programs.	
<b>M4</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, undertaking research and providing recommendations on HR initiatives.	

<b>P.3 Human Resources Consultant – Level 3</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, conducting recruitment and selection.	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, conducting or coordinating performance management and evaluation.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, developing training and development programs.	
<b>M4</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, undertaking research and providing recommendations on HR initiatives.	

<b>P.4 Organizational Development Consultant – Level 2</b>		
<b>#</b>	<b>MANDATORY CRITERIA</b>	<b>CONTRACTOR'S RESPONSE</b>
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' combined experience, within the last ten (10) years, enabling, facilitating and mediating the evolution of organizational or departmental structures toward target outcomes or structures.	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, assisting with organizational needs assessment and strategic planning to ensure development of human capital to meet business objectives and goals.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' combined experience, within the last ten (10) years, researching, designing, implementing and maintaining employee development programs.	
<b>M4</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, identifying and consulting on change management initiatives to support strategic projects requiring organizational culture change.	

<b>P.4 Organizational Development Consultant – Level 3</b>		
<b>#</b>	<b>MANDATORY CRITERIA</b>	<b>CONTRACTOR'S RESPONSE</b>
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' combined experience, within the last ten (10) years, enabling, facilitating and mediating the evolution of organizational or departmental structures toward target outcomes or structures.	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, assisting with organizational needs assessment and strategic planning to ensure development of human capital to meet business objectives and goals.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' combined experience, within the last ten (10) years, researching, designing, implementing and maintaining employee development programs.	
<b>M4</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, identifying and consulting on change management initiatives to support strategic projects requiring organizational culture change.	

<b>P.6 Project Administrator – Level 2</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' combined experience, within the last ten (10) years, assisting project managers, data processing professionals, technical users or end users in simple routine process tasks.	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, providing administrative and technical support of a clerical nature to projects.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, tracking project change requests.	
<b>M4</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, maintaining updates to project information such as project activity schedules, status reports and correspondence.	

<b>P.6 Project Administrator – Level 3</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' combined experience, within the last ten (10) years, assisting project managers, data processing professionals, technical users and end users in simple routine process tasks.	
<b>M2</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, providing administrative and technical support of a clerical nature to projects.	
<b>M3</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, tracking project change requests.	
<b>M4</b>	The Contractor must clearly demonstrate the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, maintaining updates to project information such as project activity schedules, status reports and correspondence.	

<b>P.7 Project Coordinator – Level 2</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of five (5) years' combined experience, within the last ten (10) years, managing, maintaining and tracking project documentation for IM/IT projects.	
<b>M2</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of five (5) years'	



<b>P.7 Project Coordinator – Level 2</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
	experience, within the last ten (10) years, tracking change requests for IM/IT projects.	
<b>M3</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, managing risk and issue logs for IM/IT projects.	

<b>P.7 Project Coordinator – Level 3</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of eight (8) years' combined experience, within the last fifteen (15) years, managing, maintaining and tracking documentation life cycle of project documentation for IM/IT projects.	
<b>M2</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of eight (8) years' experience, within the last fifteen (15) years, tracking change requests for IM/IT projects.	
<b>M3</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of eight (8) years' experience, within the last fifteen (15) years, managing risk and issue logs for IM/IT projects.	

<b>P.9 Project Manager – Level 2</b>		
#	MANDATORY CRITERIA	CONTRACTOR'S RESPONSE
<b>M1</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, performing project management tasks during the initiation and planning phases in an Information Technology (IT) environment that has at least 5,000 users, with a project budget of \$10 Million or more.	
<b>M2</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, managing the implementation of Information Technology systems projects with project budgets of at least \$10 Million.	
<b>M3</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, implementing release management processes supporting the delivery of Information Technology systems projects.	
<b>M4</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, implementing risk and issue management processes supporting the delivery of Information Technology systems projects.	

<b>P.9 Project Manager – Level 3</b>		
<b>#</b>	<b>MANDATORY CRITERIA</b>	<b>CONTRACTOR'S RESPONSE</b>
<b>M1</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of eight (8) years' experience, within the last fifteen (15) years, in performing project management tasks during the initiation and planning phases in a large Information Management / Information Technology (IM/IT) environment that has 10,000 or more users, with a project budget of \$10 Million or more.	
<b>M2</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of eight (8) years' experience, within the last fifteen (15) years, managing the development and implementation of IM/IT systems projects with project budgets of at least \$10Million.	
<b>M3</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of eight (8) years' experience, within the last fifteen (15) years, developing or implementing the release management processes supporting the delivery of IM/IT systems projects.	

**POINT-RATED RESOURCE CRITERIA – WORKSTREAM A (Applicable to Workstream A only)****Application Services Class**

<b>A.8 System Analyst Level 2</b>					
<b>#</b>	<b>POINT-RATED CRITERIA</b>	<b>Scoring Guidelines</b>	<b>Max Points</b>	<b>Score</b>	<b>Cross Reference to Proposal</b>
<b>R1</b>	<p>The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials:</p> <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering or information management</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> <p>A copy of the degree or diploma must be provided with the bid.</p>	<p>Diploma= 2 points</p> <p>Degree = 3 points</p> <p><i>Canada will accept a 2-year Computer Programming diploma.</i></p>	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience within the last ten years, developing system designs and specifications using Rational Unified Process (RUP) framework and Unified Modeling Language (UML) including storyboarding and System Use Cases (SUC).	<p>&gt; 3 to 4 years = 1 point</p> <p>&gt; 4 to 5 years = 2 points</p> <p>&gt; 5 to 6 years = 3 points</p>	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has combined experience analyzing technical specifications for systems development, design and implementation.	<p>&gt; 1 to 2 years = 1 point</p> <p>&gt; 2 to 3 years = 2 points</p> <p>&gt; 3 years = 3 points</p>	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience ensuring new technical requirements are properly integrated with existing processes.	<p>&gt; 1 to 2 years = 1 point</p> <p>&gt; 2 to 3 years = 2 points</p> <p>&gt; 3 years = 3 points</p>	3		
<b>R5</b>	The Contractor should clearly demonstrate that the proposed resource has combined experience identifying, understanding and planning for organizational impacts of planned systems.	<p>&gt; 1 to 2 years = 1 point</p> <p>&gt; 2 to 3 years = 2 points</p>	3		

		> 3 years = 3 points			
		Min Passing Score: 8	Max Score: 15		

**A.8 System Analyst Level 3**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
R1	<p>The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials:</p> <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering or information management</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> <p>A copy of the degree or diploma must be provided with the bid.</p>	<p>Diploma= 2 points</p> <p>Degree = 3 points</p> <p><i>Canada will accept a 2-year Computer Programming diploma.</i></p>	3		
R2	<p>The Contractor should clearly demonstrate that the proposed resource has experience within the last ten years, developing system designs and specifications using Rational Unified Process (RUP) framework and Unified Modeling Language (UML) including storyboarding and System Use Cases (SUC).</p>	<p>&gt;5 to 7 years = 1 point</p> <p>&gt;7 to 9 years = 2 points</p> <p>&gt; 9 years = 3 points</p>	3		
R3	<p>The Contractor should clearly demonstrate that the proposed resource has experience analyzing and recommending technical specifications for systems development, design and implementation.</p>	<p>&gt;3 to 4 years = 1 point</p> <p>&gt;4 to 5 years = 2 points</p> <p>&gt;5 to 6 years = 3 points</p>	3		
R4	<p>The Contractor should clearly demonstrate that the proposed resource has experience ensuring that new technical requirements are properly integrated with existing processes.</p>	<p>&gt; 3 to 5 years = 1 point</p> <p>&gt; 5 to 7 years = 2 points</p> <p>&gt; 7 years = 3 points</p>	3		

<b>R5</b>	The Contractor should clearly demonstrate that the proposed resource has experience identifying, understanding and planning for organizational impacts of planned systems	> 3 to 5 years = 1 point > 5 to 7 years = 2 points > 7 years = 3 points	3		
		Min Passing Score: 8	Max Score: 15		

**Business Services Class****B.1 Business Analyst – Level 2**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
<b>R1</b>	<p>The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials:</p> <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering or information management,</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> <p>The Contractor must provide a copy of the degree or diploma with their bid.</p>	<p>Diploma= 2 points</p> <p>Degree = 3 points</p> <p>Canada will accept a Degree in Social Sciences as a degree in sciences.</p> <p>Canada will accept an MBA, from a recognized university, with a specialization in IT, General/International Business Management.</p>	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience performing business analysis of functional requirements to identify business requirements, procedures, methods, subsystems, interfaces, prototypes and decision flows.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 to 8 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience developing process analysis and functional specifications to support the development of automated business processes.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 to 8 years = 3 points	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource	> 1 to 2 years = 1 point	3		

	has experience, within the last five years, conducting interviews and workshops with both business and technical communities.	> 2 to 3 years = 2 points > 3 years = 3 points			
		Min Passing Score: 7	Max Score: 12		

**B.1 Business Analyst – Level 3**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
<b>R1</b>	<p>The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials:</p> <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering or information management,</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> <p>The Contractor must provide a copy of the degree or diploma with their bid.</p>	<p>Diploma = 2 points Degree = 3 points</p> <p>Canada will accept a Degree in Social Sciences as a degree in sciences.</p> <p>Canada will accept an MBA, from a recognized university, with a specialization in IT, General/International Business Management.</p>	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience performing business analysis of functional requirements to identify business requirements, procedures, methods, subsystems, interfaces, prototypes and decision flows.	<p>&gt; 8 to 9 years = 1 points &gt; 9 to 10 years = 2 points &gt; 10 years = 3 points</p>	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience briefing business analysis results and options to senior management and other project teams such as Architecture, Design, and Development.	<p>&gt; 3 to 4 years = 1 point &gt; 4 to 5 years = 2 points &gt; 5 years = 3 points</p>	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience, within the last ten years, conducting interviews and workshops with both business and technical communities.	<p>&gt; 3 to 5 years = 1 point &gt; 5 to 7 years = 2 points &gt; 7 years = 3 points</p>	3		

		Min Passing Score: 7	Max Score: 12		
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**B.2 Business Architect – Level 2**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
<b>R1</b>	<p>The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials:</p> <ul style="list-style-type: none"> <li>• A degree from a recognized university in the sciences, engineering or information management, or</li> <li>• A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> <p>The Contractor must provide a copy of the degree or diploma with their bid.</p>	<p>Diploma= 2 points</p> <p>Degree = 3 points</p>	3		
<b>R2</b>	<p>The Contractor should clearly demonstrate that the proposed resource has experience identifying, analyzing and validating services and service processes to facilitate business transformation initiatives. Experience must include:</p> <ul style="list-style-type: none"> <li>• Developing models;</li> <li>• Facilitating meetings or workshops to gather, analyze, and validate findings; and</li> <li>• Communicating findings to stakeholders and project management.</li> </ul>	<p>&gt; 3 to 4 years = 1 point</p> <p>&gt; 4 to 5 years = 2 points</p> <p>&gt; 5 years = 3 points</p>	3		
<b>R3</b>	<p>The Contractor should clearly demonstrate that the proposed resource has experience, within the last five years, using proven business architecture methodologies such as Rational Unified Process (RUP) or The Open Group Architecture Framework (TOGAF).</p>	<p>&gt; 1 to 2 years = 1 point</p> <p>&gt; 2 to 3 years = 2 points</p> <p>&gt; 3 years = 3 points</p>	3		
		Min Passing Score: 5	Max Score: 9		

<b>B.2 Business Architect – Level 3</b>					
<b>#</b>	<b>POINT-RATED CRITERIA</b>	<b>Scoring Guidelines</b>	<b>Max Points</b>	<b>Score</b>	<b>Cross Reference to Proposal</b>
<b>R1</b>	<p>The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials:</p> <ul style="list-style-type: none"> <li>• A degree from a recognized university in the sciences, engineering or information management, or</li> <li>• A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> <p>The Contractor must provide a copy of the degree or diploma with their bid.</p>	<p>Diploma= 2 points</p> <p>Degree = 3 points</p>	3		
<b>R2</b>	<p>The Contractor should clearly demonstrate that the proposed resource has experience identifying, analyzing and validating services and service processes to facilitate business transformation initiatives. Experience must include:</p> <ul style="list-style-type: none"> <li>• Developing models;</li> <li>• Facilitating meetings or workshops to gather, analyze, and validate findings; and</li> <li>• Communicating findings to stakeholders and project management.</li> </ul>	<p>&gt; 5 to 6 years = 1 points</p> <p>&gt; 6 to 7 years = 2 points</p> <p>&gt; 7 years = 3 points</p>	3		
<b>R3</b>	<p>The Contractor should clearly demonstrate that the proposed resource has experience in in providing advice to support business improvements or information technology initiatives. Experience must include:</p> <ul style="list-style-type: none"> <li>• Reviewing and analyzing the development and integration of business process and information models; and</li> <li>• Providing assistance and guidance in the development of business processes improvement to eliminate information and process redundancies.</li> </ul>	<p>&gt; 5 to 6 years = 1 points</p> <p>&gt; 6 to 7 years = 2 points</p> <p>&gt; 7 years = 3 points</p>	3		



<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience, within the last ten years, using proven business architecture methodologies such as Rational Unified Process (RUP) or The Open Group Architecture Framework (TOGAF).	> 3 to 5 years = 1 point > 5 to 7 years = 2 points > 7 years = 3 points	3		
		Min Passing Score: 7	Max Score: 12		

**B.6 Business Systems Analyst – Level 2**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
<b>R1</b>	<p>The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials:</p> <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering or information management, or</li> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> <p>The Contractor must provide a copy of the degree or diploma with their bid.</p>	<p>Diploma= 2 points</p> <p>Degree = 3 points</p>	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience performing business analysis of functional and non-functional requirements to identify business requirements, procedures, methods, subsystems, interfaces, prototypes and decision flows.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 to 8 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience developing process analysis and functional and non-functional specifications to support the development of automated business processes.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 to 8 years = 3 points	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience, within the last five years, conducting interviews	> 1 to 2 years = 1 point	3		

	and workshops with both business and technical communities.	> 2 to 3 years = 2 points > 3 years = 3 points			
		Min Passing Score: 7	Max Score: 12		

**B.6 Business Systems Analyst – Level 3**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
R1	<p>The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials:</p> <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering or information management, or</li> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> <p>To Contractor must provide a copy of the degree or diploma with their bid.</p>	<p>Diploma= 2 points</p> <p>Degree = 3 points</p>	3		
R2	The Contractor should clearly demonstrate that the proposed resource has experience performing business analysis of functional and non-functional requirements to identify business requirements, procedures, methods, subsystems, interfaces, prototypes and decision flows.	<p>&gt; 8 to 9 years = 1 point</p> <p>&gt; 9 to 10 years = 2 points</p> <p>&gt; 10 years = 3 points</p>	3		
R3	The Contractor should clearly demonstrate that the proposed resource has experience developing process analysis and functional and non-functional specifications to support the development of automated business processes.	<p>&gt; 8 to 9 years = 1 point</p> <p>&gt; 9 to 10 years = 2 points</p> <p>&gt; 10 years = 3 points</p>	3		
R4	The Contractor should clearly demonstrate that the proposed resource has experience, within the last ten years, conducting interviews and workshops with both business and technical communities.	<p>&gt; 3 to 4 years = 1 point</p> <p>&gt; 4 to 5 years = 2 points</p> <p>&gt; 5 years = 3 points</p>	3		

		Min Passing Score: 6	Max Score: 12		
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**B.9 Courseware Developer – Level 2**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
<b>R1</b>	<p>The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials :</p> <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering, education or information management, or</li> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering, education or information management</li> </ul> <p>To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.</p>	<p>Diploma= 2 points</p> <p>Degree = 3 points</p>	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience working on IM/IT projects, in planning and monitoring training projects.	<p>&gt; 3 to 4 years = 1 points</p> <p>&gt; 4 to 5 years = 2 points</p> <p>&gt; 5 years = 3 points</p>	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience on IM/IT projects in developing training material and preparing end-users for implementing courseware material.	<p>&gt; 3 to 4 years = 1 points</p> <p>&gt; 4 to 5 years = 2 points</p> <p>&gt; 5 years = 3 points</p>	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience working with related technologies such as Adobe Captivate and RoboHelp.	<p>&gt; 1 to 2 years = 1 points</p> <p>&gt; 2 to 3 years = 2 points</p> <p>&gt; 3 years = 3 points</p>	3		
<b>R5</b>	The Contractor should clearly demonstrate that the proposed resource has certifications in related technologies such as Adobe Captivate and RoboHelp.	<p>1 Certification = 1 point</p> <p>2 Certifications = 2 points</p> <p>&gt; 2 Certifications = 3 points</p>	3		

	To demonstrate this requirement, the Contractor must provide a copy of the certification with their bid.				
		Min Passing Score: 8	Max Score: 15		

**B.9 Courseware Developer – Level 3**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
<b>R1</b>	<p>The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials :</p> <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering, education or information management, or</li> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering, education or information management</li> </ul> <p>To the Contractor must provide a copy of the degree or diploma with their bid.</p>	<p>Diploma= 2 points</p> <p>Degree = 3 points</p>	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience working on IM/IT projects, in planning and monitoring training projects.	<p>&gt; 5 to 6 years = 1 points</p> <p>&gt; 6 to 7 years = 2 points</p> <p>&gt; 7 years = 3 points</p>	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience on IM/IT projects in developing training material and preparing end-users for implementing courseware material.	<p>&gt; 5 to 6 years = 1 points</p> <p>&gt; 6 to 7 years = 2 points</p> <p>&gt; 7 years = 3 points</p>	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience working with related technologies such as Adobe Captivate and RoboHelp.	<p>&gt; 3 to 4 years = 1 points</p> <p>&gt; 4 to 5 years = 2 points</p> <p>&gt; 5 years = 3 points</p>	3		
<b>R5</b>	The Contractor should clearly demonstrate that the proposed resource has certifications in related	1 Certification = 1 point	3		

	technologies such as Adobe Captivate and RoboHelp.  To demonstrate this requirement, the Contractor must provide a copy of the certification with their bid.	2 Certifications = 2 points  >2 Certifications = 3 points			
		Min Passing Score: 8	Max Score: 15		

<b>B.11 Instructor, IT – Level 2</b>					
<b>#</b>	<b>POINT-RATED CRITERIA</b>	<b>Scoring Guidelines</b>	<b>Max Points</b>	<b>Score</b>	<b>Cross Reference to Proposal</b>
<b>R1</b>	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering or information management, or</li> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> To Contractor must provide a copy of the degree or diploma with their bid.	Diploma= 2 points  Degree = 3 points	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience instructing IT training courses.	>5 to 6 years = 1 point > 6 to 7 years = 2 points > more than 7 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience instructing Cyber Security IT courses.	> 3 to 4 years = 1 point > 4 to 5 years = 2 points >5 years = 3 points	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience, within the last ten years, developing and maintaining courseware that they have instructed.	> 3 to 4 years = 1 point > 4 to 5 years = 2 points > 5 years = 3 points	3		
		Min Passing Score: 7	Max Score: 12		

**B.11 Instructor, IT – Level 3**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
R1	<p>The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials:</p> <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering or information management, or</li> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> <p>To Contractor must provide a copy of the degree or diploma with their bid.</p>	<p>Diploma= 2 points</p> <p>Degree = 3 points</p>	3		
R2	The Contractor should clearly demonstrate that the proposed resource has experience instructing IT training courses.	<p>&gt; 10 to 11 years = 1 point</p> <p>&gt; 11 to 12 years = 2 points</p> <p>&gt; more than 12 years = 3 points</p>	3		
R3	The Contractor should clearly demonstrate that the proposed resource has experience instructing Cyber Security IT courses.	<p>&gt; 5 to 6 years = 1 point</p> <p>&gt; 6 to 7 years = 2 points</p> <p>&gt;7 years = 3 points</p>	3		
R4	The Contractor should clearly demonstrate that the proposed resource has experience, within the last ten years, developing and maintaining course content that they have instructed.	<p>&gt; 3 to 4 years = 1 point</p> <p>&gt; 4 to 5 years = 2 points</p> <p>&gt; 5 years = 3 points</p>	3		
		Min Passing Score: 7	Max Score: 12		

**B.14 Technical Writer – Level 2**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
R1	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials:	<p>Diploma= 2 points</p> <p>Degree = 3 points</p>	3		

	<ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering or information management, or</li> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> <p>The Contractor must provide a copy of the degree or diploma with their bid.</p>				
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience working as a Technical Writer (or equivalent title) in an IT environment.	> 5 to 7 years = 1 points > 7 to 9 years = 2 points > 9 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience planning, researching and preparing technical documentation within IT environment such as Statement of Requirements, System Specifications, User Manuals/Guides and Online technical help content.	> 5 to 7 years = 1 points > 7 to 9 years = 2 points > 9 years = 3 points	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience planning, researching and preparing technical documentation within IT environment such as Statement of Requirements, System Specifications, User Manuals/Guides and Online technical help content.	> 5 to 7 years = 1 points > 7 to 9 years = 2 points > 9 years = 3 points		3	
		Min Passing Score: 7	Max Score: 12		

**B.14 Technical Writer – Level 3**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
<b>R1</b>	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering or information management, or</li> <li>A diploma (minimum 2 years) from a recognized college in</li> </ul>	Diploma= 2 points Degree = 3 points	3		

	the sciences, engineering or information management  The Contractor must provide a copy of the degree or diploma with their bid.				
<b>R2</b>	The Contractor should demonstrate that the proposed resource has experience working as a Technical Writer (or equivalent title) in IT environment.	> 8 to 9 years = 1 points > 9 to 10 years = 2 points > 10 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience planning, researching and preparing technical documentation within IT environment such as Statement of Requirements, System Specifications, User Manuals/Guides and Online technical help content.	> 8 to 9 years = 1 points > 9 to 10 years = 2 points > 10 years = 3 points	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience working with word-processing and desk-top or web publishing software tools.	> 8 to 9 years = 1 points > 9 to 10 years = 2 points > 10 years = 3 points	3		
		Min Passing Score: 7	Max Score: 12		

**Project Management Services Class****P.1 Change Management Consultant – Level 2**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
<b>R1</b>	<p>The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials:</p> <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering or information management, or</li> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> <p>To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.</p>	<p>Diploma= 2 points</p> <p>Degree = 3 points</p>	3		



<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience in information gathering and conducting interviews and workshops with business and technical communities to support projects and initiatives.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 years = 3 points	3		
<b>R3</b>	The Contractor should demonstrate that the proposed resource has experience doing analysis and development of IM/IT service delivery transformation. This includes interacting and collaborating with stakeholders to develop and implement strategies and approaches in support of IM/IT service delivery capabilities.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 years = 3 points	3		
		Min Passing Score: 5	Max Score: 9		

**P.1 Change Management Consultant – Level 3**

#	CRITERION	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
<b>R1</b>	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: <ul style="list-style-type: none"> <li>• A degree from a recognized university in the sciences, engineering or information management, or</li> <li>• A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.	Diploma= 2 points Degree = 3 points	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience in information gathering and conducting interviews and workshops with business and technical communities to support projects initiatives.	> 7 to 8 years = 1 point > 8 to 9 years = 2 points > 9 years = 3 points	3		
<b>R3</b>	The Contractor should demonstrate that the proposed resource has experience doing analysis and development of IM/IT service delivery transformation. This includes interacting and collaborating with stakeholders to develop and	> 7 to 8 years = 1 point > 8 to 9 years = 2 points > 9 years = 3 points	3		

	implement strategies and approaches in support of IM/IT service delivery capabilities.				
		Min Passing Score: 5	Max Score: 9		

**P.3 Human Resources Consultant – Level 2**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
R1	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: <ul style="list-style-type: none"> <li>• A degree from a recognized university, or</li> <li>• A diploma (minimum 2 years) from a recognized college</li> <li>•</li> </ul> To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.	Diploma= 2 points Degree = 3 points			
R2	The Contractor should clearly demonstrate that the proposed resource has experience in coordinating learning and development initiatives in an IM/IT or cyber security environment.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 years = 3 points	3		
R3	The Contractor should demonstrate that the proposed resource has experience developing, implementing or coordinating reward and recognition programs.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 years = 3 points	3		
		Min Passing Score: 5	Max Score: 9		

**P.3 Human Resources Consultant – Level 3**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
R1	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: <ul style="list-style-type: none"> <li>• A degree from a recognized university, or</li> <li>• A diploma (minimum 2 years) from a recognized college</li> </ul>		3		

	To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.				
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience in coordinating learning and development initiatives in an IM/IT or cyber security environment.	> 7 to 8 years = 1 point > 8 to 9 years = 2 points > 9 years = 3 points	3		
<b>R3</b>	The Contractor should demonstrate that the proposed resource has experience developing, implementing or coordinating reward and recognition programs.	> 7 to 8 years = 1 point > 8 to 9 years = 2 points > 9 years = 3 points	3		
		Min Passing Score: 5	Max Score: 9		

**P.4 Organizational Development Consultant – Level 2**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
<b>R1</b>	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: <ul style="list-style-type: none"> <li>• A degree from a recognized university, or</li> <li>• A diploma (minimum 2 years) from a recognized college</li> </ul> To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.	Diploma= 2 points Degree = 3 points	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience in conducting focus groups and / or process improvement sessions.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 years = 3 points	3		
<b>R3</b>	The Contractor should demonstrate that the proposed resource has experience proactively addressing and responding to organizational development issues by bringing key stakeholders together to assess root causes and performance gaps.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 years = 3 points	3		
		Min Passing Score: 5	Max Score: 9		

**P.4 Organizational Development Consultant – Level 3**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
R1	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: <ul style="list-style-type: none"> <li>• A degree from a recognized university, or</li> <li>• A diploma (minimum 2 years) from a recognized college</li> </ul> To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.	Diploma= 2 points Degree = 3 points			
R2	The Contractor should clearly demonstrate that the proposed resource has experience in conducting focus groups and / or process improvement sessions.	> 7 to 8 years = 1 point > 8 to 9 years = 2 points > 9 years = 3 points			
R3	The Contractor should demonstrate that the proposed resource has experience proactively addressing and responding to organizational development issues by bringing key stakeholders together to assess root causes and performance gaps.	> 7 to 8 years = 1 point > 8 to 9 years = 2 points > 9 years = 3 points			
		Min Passing Score: 5	Max Score: 9		

**P.6 Project Administrator – Level 3**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
R1	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: <ul style="list-style-type: none"> <li>• A degree from a recognized university in the sciences, engineering or information management, or</li> <li>• A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul>	Diploma= 2 points Degree = 3 points	3		

	The Contractor must provide a copy of the degree or diploma with their bid.				
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience, within the last five years, maintaining project documentation using the suite of Microsoft Office tools MS-Word, MS-Excel, MS-PowerPoint, MS-Project, MS-Visio, or Adobe Acrobat Professional.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience in documenting meeting notes and tracking project change requests within a program support area.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 years = 3 points	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has worked on a minimum of 3 IM/IT projects in the last fifteen years.	1 project = 1 points 2 projects = 2 points > 2 projects = 3 points	3		
<b>R5</b>	The Contractor should clearly demonstrate that the proposed resource has experience using a document management system such as GCDOCs.	Yes = 2 points	3		
		Min Passing Score: 8	Max Score: 14		

**P.7 Project Coordinator – Level 2**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
<b>R1</b>	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: <ul style="list-style-type: none"> <li>• A degree from a recognized university in the sciences, engineering, business or information management, or</li> <li>• A diploma (minimum 2 years) from a recognized college in the sciences, engineering, business or information management</li> </ul> To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.	Diploma= 2 points Degree = 3 points	3		

<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience in documenting meeting notes and tracking project change requests within a program support area.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience working as part of project teams in the last ten (10) years.	2 projects = 1 points 3 projects = 2 points 4 projects = 3 points	3		
		Min Passing Score: 5	Max Score: 9		

**P.7 Project Coordinator – Level 3**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
<b>R1</b>	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering or information management, or</li> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management</li> </ul> The Contractor must provide a copy of the degree or diploma with their bid.	Diploma= 2 points Degree = 3 points	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience in the maintenance* of a project office or organization documentation.  *Maintenance is defined as the keeping of all records and project correspondence and materials, in order and up to date.	> 7 to 8 years = 1 point > 8 to 9 years = 2 points > 9 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience, within the last five years, maintaining project documentation using Microsoft Office (MS Outlook, MS-Word, MS-Excel, MSPowerPoint), MS-Project, MS-Visio or Adobe Acrobat Professional.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 years = 3 points	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed	> 7 to 8 years = 1 point	3		

	resource has experience in documenting meeting notes and tracking project change requests within a program support area.	> 8 to 9 years = 2 points > 9 years = 3 points			
<b>R5</b>	The Contractor should clearly demonstrate that the proposed resource has experience, within the last fifteen years working in project teams	3 projects = 1 points 4 projects = 2 points 5 projects = 3 points	3		
<b>R6</b>	The Contractor should clearly demonstrate that the proposed resource has experience using a document management system such as GCDOCs.	Yes = 2 Points			
		Min Passing Score: 9	Max Score: 17		

**P.9 Project Manager – Level 2**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
<b>R1</b>	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering, business or information management, or</li> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering, business or information management</li> </ul> <p>To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.</p>	Diploma = 2 points Degree = 3 points  <i>Canada will accept a Master's Degree in Project Management.</i>	3		
<b>R2</b>	The Contractor should demonstrate that the proposed resource has experience in managing IM/IT projects in the last fifteen years.	> 5 to 6 years = 1 point > 6 to 7 years = 2 points > 7 years = 3 points	3		
<b>R3</b>	The Contractor should demonstrate that the proposed resource has a valid: <ul style="list-style-type: none"> <li>PMP (Project Management Professional Certification); or</li> <li>PRINCE2 (Projects IN Controlled Environments).</li> </ul>	Each Certification = 1 point	3		

	To demonstrate this requirement, the Contractor must provide a copy of the Certification with their bid.				
		Min Passing Score: 8	Max Score: 15		

**P.9 Project Manager – Level 3**

#	POINT-RATED CRITERIA	Scoring Guidelines	Max Points	Score	Cross Reference to Proposal
R1	<p>The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials:</p> <ul style="list-style-type: none"> <li>A degree from a recognized university in the sciences, engineering, business or information management, or</li> <li>A diploma (minimum 2 years) from a recognized college in the sciences, engineering, business or information management</li> </ul> <p>To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.</p>	<p>Diploma = 2 points Degree = 3 points</p> <p><i>Canada will accept a Master's Degree in Project Management.</i></p> <p><i>Canada will accept an MBA, from a recognized university, with a specialization in IT, General/International Business Management.</i></p>	3		
R2	<p>The Contractor should clearly demonstrate that the proposed resource has experience in managing IM/IT projects in the last fifteen years.</p>	<p>&gt; 7 to 8 years = 1 point &gt; 8 to 9 years = 2 points &gt; 9 years = 3 points</p>	3		
R3	<p>The Contractor should demonstrate that the proposed resource has one of the following professional project management certifications:</p> <ul style="list-style-type: none"> <li><b>PMP</b> (Project Management Professional Certification); or</li> <li><b>PRINCE2</b> (Projects IN Controlled Environments).</li> </ul> <p>To demonstrate this requirement, the Contractor must provide a copy of the Certification with their bid.</p>	<p>Each Certification = 1 point</p>	3		
		Min Passing Score: 5	Max Score: 8		



**MANDATORY RESOURCE CRITERIA – WORKSTREAM B (Applicable to Workstream B only)****Cyber Protection Services Class**

<b>C.3 IT Security TRA and C&amp;A Analyst – Level 2</b>		
<b>#</b>	<b>CRITERION</b>	<b>CONTRACTOR RESPONSE</b>
<b>M1</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of five (5) years' experience, within the last ten years, reviewing, analyzing, and/or applying Government of Canada or Allied IT Security policies, System IT Security Certification & Accreditation processes, IT Security products, safeguards and best practices, and IT Security risk mitigation strategies.	
<b>M2</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of three (3) years' experience, within the last five (5) years, identifying threats to, and vulnerabilities of IT systems, operating systems (such as MS, Unix, Linux, and Novell), and wireless architectures.	
<b>M3</b>	The Contractor must clearly demonstrate that that the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, identifying personnel, technical, physical, and procedural threats to and vulnerabilities of IT systems.	

<b>C.3 IT Security TRA and C&amp;A Analyst – Level 3</b>		
<b>#</b>	<b>CRITERION</b>	<b>CONTRACTOR RESPONSE</b>
<b>M1</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, reviewing, analyzing, and/or applying Government of Canada or Allied IT Security policies, System IT Security Certification & Accreditation processes, IT Security products, safeguards and best practices, and IT Security risk mitigation strategies.	
<b>M2</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of six (6) years' experience, within the last ten (10) years, identifying threats to, and vulnerabilities of IT systems, operating systems (such as MS, Unix, Linux, and Novell), and wireless architectures.	
<b>M3</b>	The Contractor must clearly demonstrate that that the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, identifying personnel, technical, physical, and procedural threats to and vulnerabilities of IT systems.	

<b>C.8 Network Security Analyst – Level 2</b>		
<b>#</b>	<b>CRITERION</b>	<b>CONTRACTOR RESPONSE</b>
<b>M1</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, reviewing, analyzing, and/or applying Internet security protocols.	
<b>M2</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of three (3) years' experience, within the last five (5) years, reviewing, analyzing and / or applying IT security tools and techniques.	
<b>M3</b>	The Contractor must clearly demonstrate that that the proposed resource has a minimum of five (5) years' experience, within the last ten (10) years, reviewing, analyzing and / or applying intrusion detection systems and firewalls.	

<b>C.8 Network Security Analyst – Level 3</b>		
<b>#</b>	<b>CRITERION</b>	<b>CONTRACTOR RESPONSE</b>
<b>M1</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, reviewing, analyzing, and/or applying Internet security protocols.	
<b>M2</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of six (6) years' experience, within the last ten (10) years, reviewing, analyzing and / or applying IT security tools and techniques.	
<b>M3</b>	The Contractor must clearly demonstrate that that the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, reviewing, analyzing and / or applying intrusion detection systems and firewalls.	

<b>C.11 – IT Security VA Specialist Level 2</b>		
<b>#</b>	<b>CRITERION</b>	<b>CONTRACTOR RESPONSE</b>
<b>M1</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of five (5) years' combined experience, within the last ten (10) years, providing reviewing, analyzing or applying threat agent analysis tools and other emerging technologies including predictive analysis, VoIP, data visualization & fusion and wireless security devices.	
<b>M2</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of three (3) years' experience, within the last five (5) years, identifying threats to, and technical vulnerabilities of networks.	
<b>M3</b>	The Contractor must clearly demonstrate that that the proposed resource has a minimum of	

<b>C.11 – IT Security VA Specialist Level 2</b>		
<b>#</b>	<b>CRITERION</b>	<b>CONTRACTOR RESPONSE</b>
	five (5) years' experience, within the last ten (10) years preparing and / or delivering IT Security threat, vulnerability and / or risk briefings.	

<b>C.11 – IT Security VA Specialist Level 3</b>		
<b>#</b>	<b>CRITERION</b>	<b>CONTRACTOR RESPONSE</b>
<b>M1</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years, providing reviewing, analyzing or applying threat agent analysis tools and other emerging technologies including predictive analysis, VoIP, data visualization & fusion and wireless security devices.	
<b>M2</b>	The Contractor must clearly demonstrate that the proposed resource has a minimum of six (6) years' experience, within the last ten (10) years, identifying threats to, and technical vulnerabilities of networks.	
<b>M3</b>	The Contractor must clearly demonstrate that that the proposed resource has a minimum of eight (8) years' experience, within the last ten (10) years preparing and / or delivering IT Security threat, vulnerability and / or risk briefings.	

**POINT-RATED RESOURCE CRITERIA – WORKSTREAM B (Applicable to Workstream B only)****Cyber Protection Services Class**

<b>C.3 IT Security TRA and C&amp;A Analyst – Level 2</b>					
<b>#</b>	<b>CRITERION</b>	<b>Scoring Guidelines</b>	<b>Max Points</b>	<b>Score</b>	<b>Cross Reference to Proposal</b>
<b>R1</b>	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: A degree from a recognized university in the sciences, engineering or information management, or A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.	Diploma= 2 points  Degree = 3 points  <i>Canada will accept a 2-year Computer Programming diploma.</i>	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience within the last ten years developing, and writing threat – risk assessments.	> 1 to 2 years = 1 point  > 2 to 3 years = 2 points  > 3 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience in conducting the analysis for and developing the documentation for Certification and Accreditation (C & A) or Security Assessment and Authorization (S, A & A).	> 1 to 2 years = 1 point  > 2 to 3 years = 2 points  > 3 years = 3 points	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience conducting accreditation activities such as reviewing certification results, assessing residual risk and making recommendations on authority to operate systems.	> 1 to 2 years = 1 point  > 2 to 3 years = 2 points  > 3 years = 3 points	3		
		Min Passing Score: 8	Max Score: 12		

<b>C.3 IT Security TRA and C&amp;A Analyst – Level 3</b>					
<b>#</b>	<b>CRITERION</b>	<b>Scoring Guidelines</b>	<b>Max Points</b>	<b>Score</b>	<b>Cross Reference to Proposal</b>
<b>R1</b>	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: A degree from a recognized university in the sciences, engineering or information management, or A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.	Diploma= 2 points  Degree = 3 points  <i>Canada will accept a 2-year Computer Programming diploma.</i>	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience within the last ten years developing, and writing threat – risk assessments.	> 5 to 6 years = 1 point  > 6 to 7 years = 2 points  > 7 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience in conducting the analysis for and developing the documentation for Certification and Accreditation (C & A) or Security Assessment and Authorization (S, A & A).	> 5 to 6 years = 1 point  > 6 to 7 years = 2 points  > 7 years = 3 points	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience conducting accreditation activities such as reviewing certification results, assessing residual risk and making recommendations on authority to operate systems.	> 5 to 6 years = 1 point  > 6 to 7 years = 2 points  > 7 years = 3 points	3		
		Min Passing Score: 8	Max Score: 12		

<b>C.8 Network Security Analyst – Level 2</b>					
<b>#</b>	<b>CRITERION</b>	<b>Scoring Guidelines</b>	<b>Max Points</b>	<b>Score</b>	<b>Cross Reference to Proposal</b>
<b>R1</b>	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: A degree from a recognized university in the sciences, engineering or information management, or A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.	Diploma= 2 points  Degree = 3 points  <i>Canada will accept a 2-year Computer Programming diploma.</i>	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience within the last ten years conducting impact analysis for new software implementations and major configuration changes.	> 1 to 2 years = 1 point  > 2 to 3 years = 2 points  > 3 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience in designing or developing IT security protocols.	> 1 to 2 years = 1 point  > 2 to 3 years = 2 points  > 3 years = 3 points	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience identifying and analyzing threats to and vulnerabilities of networks.	> 1 to 2 years = 1 point  > 2 to 3 years = 2 points  > 3 years = 3 points	3		
		Min Passing Score: 8	Max Score: 12		

<b>C.8 Network Security Analyst – Level 3</b>					
<b>#</b>	<b>CRITERION</b>	<b>Scoring Guidelines</b>	<b>Max Points</b>	<b>Score</b>	<b>Cross Reference to Proposal</b>
<b>R1</b>	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: A degree from a recognized university in the sciences, engineering or information management, or A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.	Diploma= 2 points  Degree = 3 points  <i>Canada will accept a 2-year Computer Programming diploma.</i>	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience within the last ten years conducting impact analysis for new software implementations and major configuration changes.	> 5 to 6 years = 1 point  > 6 to 7 years = 2 points  > 7 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience in designing or developing IT security protocols.	> 5 to 6 years = 1 point  > 6 to 7 years = 2 points  > 7 years = 3 points	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience identifying and analyzing threats to and vulnerabilities of networks.	> 5 to 6 years = 1 point  > 6 to 7 years = 2 points  > 7 years = 3 points	3		
		Min Passing Score: 8	Max Score: 12		

<b>C.11 – IT Security VA Specialist Level 2</b>					
<b>#</b>	<b>CRITERION</b>	<b>Scoring Guidelines</b>	<b>Max Points</b>	<b>Score</b>	<b>Cross Reference to Proposal</b>
<b>R1</b>	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: A degree from a recognized university in the sciences, engineering or information management, or A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.	Diploma= 2 points  Degree = 3 points  <i>Canada will accept a 2-year Computer Programming diploma.</i>	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience within the last ten years reviewing, analyzing or applying host and network intrusion detection and prevention systems.	> 1 to 2 years = 1 point  > 2 to 3 years = 2 points  > 3 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience reviewing, analyzing or applying intrusion detection systems, firewalls and content checkers.	> 1 to 2 years = 1 point  > 2 to 3 years = 2 points  > 3 years = 3 points	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience developing advanced cyber R&D policy / strategy related to threats and vulnerabilities.	> 1 to 2 years = 1 point  > 2 to 3 years = 2 points  > 3 years = 3 points	3		
		Min Passing Score: 8	Max Score: 12		



<b>C.11 – IT Security VA Specialist Level 3</b>					
<b>#</b>	<b>CRITERION</b>	<b>Scoring Guidelines</b>	<b>Max Points</b>	<b>Score</b>	<b>Cross Reference to Proposal</b>
<b>R1</b>	The Contractor should clearly demonstrate that the proposed resource has one of the following academic credentials: A degree from a recognized university in the sciences, engineering or information management, or A diploma (minimum 2 years) from a recognized college in the sciences, engineering or information management To demonstrate this requirement, the Contractor must provide a copy of the degree or diploma with their bid.	Diploma= 2 points  Degree = 3 points  <i>Canada will accept a 2-year Computer Programming diploma.</i>	3		
<b>R2</b>	The Contractor should clearly demonstrate that the proposed resource has experience within the last ten years reviewing, analyzing or applying host and network intrusion detection and prevention systems.	> 5 to 6 years = 1 point  > 6 to 7 years = 2 points  > 7 years = 3 points	3		
<b>R3</b>	The Contractor should clearly demonstrate that the proposed resource has experience reviewing, analyzing or applying intrusion detection systems, firewalls and content checkers.	> 5 to 6 years = 1 point  > 6 to 7 years = 2 points  > 7 years = 3 points	3		
<b>R4</b>	The Contractor should clearly demonstrate that the proposed resource has experience developing advanced cyber R&D policy / strategy related to threats and vulnerabilities.	> 5 to 6 years = 1 point  > 6 to 7 years = 2 points  > 7 years = 3 points	3		
		Min Passing Score: 8	Max Score: 12		

### **APPENDIX D TO ANNEX A - *Certifications Required 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.

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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.

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Print name of authorized individual & sign above

---

Date

4. CERTIFICATION OF LANGUAGE

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

## **APPENDIX E TO ANNEX A – *Non-Disclosure Agreement***

The Contractor must not, without the prior written permission of the Contract Authority, disclose to anyone other than an employee or a subcontractor with a need to know, the information or documentation it has access to during the performance of the Work under the Contract. Prior to commencing the Work under the Contract, the Contractor must require its employees or subcontractors who will be performing Work under the Contract or who are provided access to the Work to sign a Statement of Non-Disclosure in the form set out below.

### **Non-Disclosure Statement Agreement**

I, \_\_\_\_\_, recognize that in the course of my work as an employee or subcontractor of \_\_\_\_\_, I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. \_\_\_\_\_ between Her Majesty the Queen in right of Canada, represented by the Minister of Public Works and Government Services and \_\_\_\_\_, including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce, copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No.:

\_\_\_\_\_.

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Signature

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Date

**ANNEX B – Basis of Payment****WORKSTREAM A (Applicable to Workstream A only)**

<b>INITIAL CONTRACT PERIOD – WORKSTREAM A</b>		
<b>RESOURCE CATEGORY</b>	<b>LEVEL OF EXPERTISE</b>	<b>FIRM PER DIEM RATE</b>
Stream 1 : Application Services		
A.8 System Analyst	LEVEL 2	
A.8 System Analyst	LEVEL 3	
Stream 4 : Business Services		
B.1 Business Analyst	LEVEL 2	
B.1 Business Analyst	LEVEL 3	
B.2 Business Architect	LEVEL 2	
B.2 Business Architect	LEVEL 3	
B.6 Business Systems Analyst	LEVEL 2	
B.6 Business Systems Analyst	LEVEL 3	
B.9 Courseware Developer	LEVEL 2	
B.9 Courseware Developer	LEVEL 3	
B.11 Instructor, IT	LEVEL 2	
B.11 Instructor, IT	LEVEL 3	
B.14 Technical Writer	LEVEL 2	
B.14 Technical Writer	LEVEL 3	
Stream 5 : Project Management Services		
P.1 Change Management Consultant	LEVEL 2	
P.1 Change Management Consultant	LEVEL 3	
P.3 Human Resource Consultant	LEVEL 2	
P.3 Human Resource Consultant	LEVEL 3	

P.4 Organizational Development Consultant	LEVEL 2	
P.4 Organizational Development Consultant	LEVEL 3	
P.6 Project Administrator	LEVEL 2	
P.6 Project Administrator	LEVEL 3	
P.7 Project Coordinator	LEVEL 2	
P.7 Project Coordinator	LEVEL 3	
P.9 Project Manager	LEVEL 2	
P.9 Project Manager	LEVEL 3	

OPTION PERIOD 1 – WORKSTREAM A		
RESOURCE CATEGORY	LEVEL OF EXPERTISE	FIRM PER DIEM RATE
Stream 1 : Application Services		
A.8 System Analyst	LEVEL 2	
A.8 System Analyst	LEVEL 3	
Stream 4 : Business Services		
B.1 Business Analyst	LEVEL 2	
B.1 Business Analyst	LEVEL 3	
B.2 Business Architect	LEVEL 2	
B.2 Business Architect	LEVEL 3	
B.6 Business Systems Analyst	LEVEL 2	
B.6 Business Systems Analyst	LEVEL 3	
B.9 Courseware Developer	LEVEL 2	
B.9 Courseware Developer	LEVEL 3	
B.11 Instructor, IT	LEVEL 2	
B.11 Instructor, IT	LEVEL 3	
B.14 Technical Writer	LEVEL 2	
B.14 Technical Writer	LEVEL 3	

Stream 5 : Project Management Services		
P.1 Change Management Consultant	LEVEL 2	
P.1 Change Management Consultant	LEVEL 3	
P.3 Human Resource Consultant	LEVEL 2	
P.3 Human Resource Consultant	LEVEL 3	
P.4 Organizational Development Consultant	LEVEL 2	
P.4 Organizational Development Consultant	LEVEL 3	
P.6 Project Administrator	LEVEL 2	
P.6 Project Administrator	LEVEL 3	
P.7 Project Coordinator	LEVEL 2	
P.7 Project Coordinator	LEVEL 3	
P.9 Project Manager	LEVEL 2	
P.9 Project Manager	LEVEL 3	

OPTION PERIOD 2 – WORKSTREAM A		
RESOURCE CATEGORY	LEVEL OF EXPERTISE	FIRM PER DIEM RATE
Stream 1 : Application Services		
A.8 System Analyst	LEVEL 2	
A.8 System Analyst	LEVEL 3	
Stream 4 : Business Services		
B.1 Business Analyst	LEVEL 2	
B.1 Business Analyst	LEVEL 3	
B.2 Business Architect	LEVEL 2	
B.2 Business Architect	LEVEL 3	
B.6 Business Systems Analyst	LEVEL 2	
B.6 Business Systems Analyst	LEVEL 3	
B.9 Courseware Developer	LEVEL 2	

B.9 Courseware Developer	LEVEL 3	
B.11 Instructor, IT	LEVEL 2	
B.11 Instructor, IT	LEVEL 3	
B.14 Technical Writer	LEVEL 2	
B.14 Technical Writer	LEVEL 3	
Stream 5 : Project Management Services		
P.1 Change Management Consultant	LEVEL 2	
P.1 Change Management Consultant	LEVEL 3	
P.3 Human Resource Consultant	LEVEL 2	
P.3 Human Resource Consultant	LEVEL 3	
P.4 Organizational Development Consultant	LEVEL 2	
P.4 Organizational Development Consultant	LEVEL 3	
P.6 Project Administrator	LEVEL 2	
P.6 Project Administrator	LEVEL 3	
P.7 Project Coordinator	LEVEL 2	
P.7 Project Coordinator	LEVEL 3	
P.9 Project Manager	LEVEL 2	
P.9 Project Manager	LEVEL 3	

OPTION PERIOD 3 – WORKSTREAM A		
RESOURCE CATEGORY	LEVEL OF EXPERTISE	FIRM PER DIEM RATE
Stream 1 : Application Services		
A.8 System Analyst	LEVEL 2	
A.8 System Analyst	LEVEL 3	
Stream 4 : Business Services		
B.1 Business Analyst	LEVEL 2	



B.1 Business Analyst	LEVEL 3	
B.2 Business Architect	LEVEL 2	
B.2 Business Architect	LEVEL 3	
B.6 Business Systems Analyst	LEVEL 2	
B.6 Business Systems Analyst	LEVEL 3	
B.9 Courseware Developer	LEVEL 2	
B.9 Courseware Developer	LEVEL 3	
B.11 Instructor, IT	LEVEL 2	
B.11 Instructor, IT	LEVEL 3	
B.14 Technical Writer	LEVEL 2	
B.14 Technical Writer	LEVEL 3	
Stream 5 : Project Management Services		
P.1 Change Management Consultant	LEVEL 2	
P.1 Change Management Consultant	LEVEL 3	
P.3 Human Resource Consultant	LEVEL 2	
P.3 Human Resource Consultant	LEVEL 3	
P.4 Organizational Development Consultant	LEVEL 2	
P.4 Organizational Development Consultant	LEVEL 3	
P.6 Project Administrator	LEVEL 2	
P.6 Project Administrator	LEVEL 3	
P.7 Project Coordinator	LEVEL 2	
P.7 Project Coordinator	LEVEL 3	
P.9 Project Manager	LEVEL 2	
P.9 Project Manager	LEVEL 3	

OPTION PERIOD 4 – WORKSTREAM A		
RESOURCE CATEGORY	LEVEL OF EXPERTISE	FIRM PER DIEM RATE
Stream 1 : Application Services		
A.8 System Analyst	LEVEL 2	
A.8 System Analyst	LEVEL 3	
Stream 4 : Business Services		
B.1 Business Analyst	LEVEL 2	
B.1 Business Analyst	LEVEL 3	
B.2 Business Architect	LEVEL 2	
B.2 Business Architect	LEVEL 3	
B.6 Business Systems Analyst	LEVEL 2	
B.6 Business Systems Analyst	LEVEL 3	
B.9 Courseware Developer	LEVEL 2	
B.9 Courseware Developer	LEVEL 3	
B.11 Instructor, IT	LEVEL 2	
B.11 Instructor, IT	LEVEL 3	
B.14 Technical Writer	LEVEL 2	
B.14 Technical Writer	LEVEL 3	
Stream 5 : Project Management Services		
P.1 Change Management Consultant	LEVEL 2	
P.1 Change Management Consultant	LEVEL 3	
P.3 Human Resource Consultant	LEVEL 2	
P.3 Human Resource Consultant	LEVEL 3	
P.4 Organizational Development Consultant	LEVEL 2	
P.4 Organizational Development Consultant	LEVEL 3	
P.6 Project Administrator	LEVEL 2	
P.6 Project Administrator	LEVEL 3	
P.7 Project Coordinator	LEVEL 2	

P.7 Project Coordinator	LEVEL 3	
P.9 Project Manager	LEVEL 2	
P.9 Project Manager	LEVEL 3	

**WORKSTREAM B (Applicable to Workstream B only)**

INITIAL CONTRACT PERIOD – WORKSTREAM B		
RESOURCE CATEGORY	LEVEL OF EXPERTISE	FIRM PER DIEM RATE
Stream 6: Cyber Protection Services		
C.3 IT Security TRA and C&A Analyst	LEVEL 2	
C.3 IT Security TRA and C&A Analyst	LEVEL 3	
C.8 Network Security Analyst	LEVEL 2	
C.8 Network Security Analyst	LEVEL 3	
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 2	
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 3	

OPTION PERIOD 1 – WORKSTREAM B		
RESOURCE CATEGORY	LEVEL OF EXPERTISE	FIRM PER DIEM RATE
Stream 6: Cyber Protection Services		
C.3 IT Security TRA and C&A Analyst	LEVEL 2	
C.3 IT Security TRA and C&A Analyst	LEVEL 3	
C.8 Network Security Analyst	LEVEL 2	
C.8 Network Security Analyst	LEVEL 3	

C.11 IT Security Vulnerability Analysis Specialist	LEVEL 2	
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 3	

OPTION PERIOD 2 – WORKSTREAM B		
RESOURCE CATEGORY	LEVEL OF EXPERTISE	FIRM PER DIEM RATE
Stream 6: Cyber Protection Services		
C.3 IT Security TRA and C&A Analyst	LEVEL 2	
C.3 IT Security TRA and C&A Analyst	LEVEL 3	
C.8 Network Security Analyst	LEVEL 2	
C.8 Network Security Analyst	LEVEL 3	
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 2	
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 3	

OPTION PERIOD 3 – WORKSTREAM B		
RESOURCE CATEGORY	LEVEL OF EXPERTISE	FIRM PER DIEM RATE
Stream 6: Cyber Protection Services		
C.3 IT Security TRA and C&A Analyst	LEVEL 2	
C.3 IT Security TRA and C&A Analyst	LEVEL 3	
C.8 Network Security Analyst	LEVEL 2	
C.8 Network Security Analyst	LEVEL 3	
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 2	
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 3	

OPTION PERIOD 4 – WORKSTREAM B		
RESOURCE CATEGORY	LEVEL OF EXPERTISE	FIRM PER DIEM RATE
Stream 6: Cyber Protection Services		
C.3 IT Security TRA and C&A Analyst	LEVEL 2	
C.3 IT Security TRA and C&A Analyst	LEVEL 3	
C.8 Network Security Analyst	LEVEL 2	
C.8 Network Security Analyst	LEVEL 3	
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 2	
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 3	

## ANNEX C – Security Requirements Check List



Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat  
**W6369-18-CY01 Amd 1**

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	National Defence
2. Branch or Directorate / Direction générale ou Direction	Director General Cyber
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 Provide required expertise to support force development, portfolio management, program management and capital project direction in the domains of cyber, command, control, computers, communications and information management.	
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?	
No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> Non 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?	
No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Non 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.)	
No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> Non 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.	
No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Non 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?	
No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Non 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 checked="" 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 checked="" type="checkbox"/>
Not releasable À ne pas diffuser	
Restricted to: / Limité à : <input checked="" type="checkbox"/> Specify country(ies): / Préciser le(s) pays : Canada and United States	Restricted to: / Limité à : 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 <input checked="" type="checkbox"/>
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO NON CLASSIFIÉ <input checked="" type="checkbox"/>
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO RESTRICTED <input checked="" type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input checked="" type="checkbox"/>	NATO DIFFUSION RESTREINTE <input checked="" type="checkbox"/>
SECRET <input checked="" type="checkbox"/>	NATO CONFIDENTIAL <input checked="" type="checkbox"/>
TOP SECRET <input checked="" type="checkbox"/>	NATO CONFIDENTIEL <input checked="" type="checkbox"/>
TRÈS SECRET (SIGINT) <input checked="" type="checkbox"/>	NATO SECRET <input checked="" type="checkbox"/>
	NATO SECRET <input checked="" type="checkbox"/>
	COSMIC TOP SECRET <input checked="" type="checkbox"/>
	COSMIC TRÈS SECRET <input checked="" type="checkbox"/>
	PROTECTED A <input checked="" type="checkbox"/>
	PROTÉGÉ A <input checked="" type="checkbox"/>
	PROTECTED B <input checked="" type="checkbox"/>
	PROTÉGÉ B <input checked="" type="checkbox"/>
	PROTECTED C <input checked="" type="checkbox"/>
	PROTÉGÉ C <input checked="" type="checkbox"/>
	CONFIDENTIAL <input checked="" type="checkbox"/>
	CONFIDENTIEL <input checked="" type="checkbox"/>
	SECRET <input checked="" type="checkbox"/>
	SECRET <input checked="" type="checkbox"/>
	TOP SECRET <input checked="" type="checkbox"/>
	TRÈS SECRET <input checked="" type="checkbox"/>
	TOP SECRET (SIGINT) <input checked="" type="checkbox"/>
	TRÈS SECRET (SIGINT) <input checked="" type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
**UNCLASSIFIED**

Canada



Government  
of Canada

Gouvernement  
du Canada

Contract Number / Numéro du contrat  
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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 ☒  
If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité : **Top Secret / SIGINT**

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 type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input checked="" type="checkbox"/> TOP SECRET TRÈS SECRET
<input checked="" type="checkbox"/> TOP SECRET- SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input checked="" type="checkbox"/> NATO SECRET NATO SECRET	<input checked="" type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMBLEMENTS			

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 ☐  
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 ☐

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
**UNCLASSIFIED**

**Canada**



Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat

**W6369-18-CY01 Amd 1**

Security Classification / Classification de sécurité  
**UNCLASSIFIED**

**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 CONFIDENTIEL	SECRET	TOP SECRET Très SECRET	NATO RESTRICTED NATO DIFFUSION RESTRICTÉE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COMSEC TOP SECRET COMSEC Très SECRET	PROTECTED PROTÉGÉ			TOP SECRET Très SECRET
											A	B	C	
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 Yes  
Non 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 Yes  
Non 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 indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).



APPENDIX A TO ANNEX C – *Supplemental Security Guide*

## Security Requirement Checklist (SRCL) Supplemental Security Guide

Part A - Multiple Release Restrictions: Security Guide							
To be completed in addition to SRCL question 7.b) when release restrictions are therein identified. Indicate to which levels of information release restrictions apply. Make note in the chart if a level of information bears multiple restrictions (e.g. a portion of the SECRET information bears the caveat Canadian Eyes Only while the remainder of the SECRET information has no release restrictions.)							
<b>Canadian Information</b>							
Citizenship Restriction	PROTECTED			CLASSIFIED			
	A	B	C	CONFIDENTIAL	SECRET	TOP SECRET	TOP SECRET (SIGINT)
No Release Restrictions	X	X		X	X	X	X
Not Releasable							
Restricted to: CAD/US					X CSNI		
Permanent Residents Included*							
<b>NATO Information</b>							
Citizenship Restriction	NATO UNCLASSIFIED		NATO RESTRICTED	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET	
All NATO Countries	X		X	X	X	X	
Restricted to:							
Permanent Residents Included*							
<b>Foreign Information</b>							
Citizenship Restriction	PROTECTED			CLASSIFIED			
	A	B	C	CONFIDENTIAL	SECRET	TOP SECRET	TOP SECRET (SIGINT)
No Release Restrictions	X	X		X	X	X	X
Restricted to :							
Permanent Residents Included*							
<b>DND ONLY Embedded Contractor (Access to Controlled Goods)</b>							
Restriction	Secret access to controlled goods				Secret – no controlled goods		
<b>SECRET clearance</b>	X				X		

with CEO applies		
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\*When release restrictions are indicated, specify if permanent residents are allowed to be included.

<b>Part B - Multiple Levels of Personnel Screening: Security Classification Guide</b> <b>To be completed in addition to SRCL question 10.a) when multiple levels of personnel screening are therein identified. Indicate which personnel screening levels are required for which portions of the work/access involved in the contract.</b>			
Level of Personnel Clearance (e.g. Reliability, Secret)	Position / Description/Task	Access to sites and/or information. Levels of Information to be accessed.	Citizenship Restriction (if any)
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	A.8 System Analyst (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  CAN/US NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	A.8 System Analyst (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG	I.11 Technology Architect (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA

<ul style="list-style-type: none"> <li>7. Top Secret / No CG</li> <li>8. Top Secret SIGINT / CG</li> <li>9. Top Secret SIGINT / No CG</li> <li>10. COSMIC Top Secret / No CG</li> <li>11. COSMIC Top Secret / CG</li> </ul>			
<ul style="list-style-type: none"> <li>1. Enhanced Reliability / No Controlled Goods (CG)</li> <li>2. Secret / CG</li> <li>3. Secret / No CG</li> <li>4. NATO Secret / CG</li> <li>5. NATO Secret / No CG</li> <li>6. Top Secret / CG</li> <li>7. Top Secret / No CG</li> <li>8. Top Secret SIGINT / CG</li> <li>9. Top Secret SIGINT / No CG</li> <li>10. COSMIC Top Secret / No CG</li> <li>11. COSMIC Top Secret / CG</li> </ul>	I.11 Technology Architect (Level 3)	<ul style="list-style-type: none"> <li>1. Top Secret SIGINT – Government of Canada facilities and information</li> <li>2. Secret – Access to CSNI</li> <li>3. Unclassified – DND facilities or Contractor Facility</li> </ul>	<p>CAN/US</p> <p>NA</p>
<ul style="list-style-type: none"> <li>1. Enhanced Reliability / No Controlled Goods (CG)</li> <li>2. Secret / CG</li> <li>3. Secret / No CG</li> <li>4. NATO Secret / CG</li> <li>5. NATO Secret / No CG</li> <li>6. Top Secret / CG</li> <li>7. Top Secret / No CG</li> <li>8. Top Secret SIGINT / CG</li> <li>9. Top Secret SIGINT / No CG</li> <li>10. COSMIC Top Secret / No CG</li> <li>11. COSMIC Top Secret / CG</li> </ul>	B.1 Business Analyst (Level 2)	<ul style="list-style-type: none"> <li>1. Top Secret SIGINT – Government of Canada facilities and information</li> <li>2. Secret – Access to CSNI</li> <li>3. Unclassified – DND facilities or Contractor Facility</li> </ul>	<p>CAN/US</p> <p>NA</p>
<ul style="list-style-type: none"> <li>1. Enhanced Reliability / No Controlled Goods (CG)</li> <li>2. Secret / CG</li> <li>3. Secret / No CG</li> <li>4. NATO Secret / CG</li> <li>5. NATO Secret / No CG</li> <li>6. Top Secret / CG</li> <li>7. Top Secret / No CG</li> <li>8. Top Secret SIGINT / CG</li> <li>9. Top Secret SIGINT / No CG</li> </ul>	B.1 Business Analyst (Level 3)	<ul style="list-style-type: none"> <li>1. Top Secret SIGINT – Government of Canada facilities and information</li> <li>2. Secret – Access to CSNI</li> <li>3. Unclassified – DND facilities or Contractor Facility</li> </ul>	<p>CAN/US</p> <p>NA</p>

10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG			
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	B.2 Business Architect (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	B.2 Business Architect (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	B.4 Business Continuity / Disaster Recovery Specialist (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA

1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	B.4 Business Continuity / Disaster Recovery Specialist (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US   NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	B.5 Business Process Re-engineering (BPR) Consultant (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US   NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	B.5 Business Process Re-engineering (BPR) Consultant (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US   NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG	B.6 Business Systems Analyst (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI	CAN/US  NA

4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG		3. Unclassified – DND facilities or Contractor Facility	
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	B.6 Business Systems Analyst (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	B.14 – Technical Writer (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG	B.14 – Technical Writer (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA

8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG			
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	P.1 Change Management Consultant (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	P.1 Change Management Consultant (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG	P.2 Enterprise Architect (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA

10. COSMIC Top Secret / No CG			
11. COSMIC Top Secret / CG			
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	P.2 Enterprise Architect (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	P.3 Human Resource Consultant (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	P.3 Human Resource Consultant (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA



<ol style="list-style-type: none"> <li>Enhanced Reliability / No Controlled Goods (CG)</li> <li>Secret / CG</li> <li>Secret / No CG</li> <li>NATO Secret / CG</li> <li>NATO Secret / No CG</li> <li>Top Secret / CG</li> <li>Top Secret / No CG</li> <li>Top Secret SIGINT / CG</li> <li>Top Secret SIGINT / No CG</li> <li>COSMIC Top Secret / No CG</li> <li>COSMIC Top Secret / CG</li> </ol>	P.4 Organizational Development Consultant (Level 2)	<ol style="list-style-type: none"> <li>Top Secret SIGINT – Government of Canada facilities and information</li> <li>Secret – Access to CSNI</li> <li>Unclassified – DND facilities or Contractor Facility</li> </ol>	CAN/US  NA
<ol style="list-style-type: none"> <li>Enhanced Reliability / No Controlled Goods (CG)</li> <li>Secret / CG</li> <li>Secret / No CG</li> <li>NATO Secret / CG</li> <li>NATO Secret / No CG</li> <li>Top Secret / CG</li> <li>Top Secret / No CG</li> <li>Top Secret SIGINT / CG</li> <li>Top Secret SIGINT / No CG</li> <li>COSMIC Top Secret / No CG</li> <li>COSMIC Top Secret / CG</li> </ol>	P.4 Organizational Development Consultant (Level 3)	<ol style="list-style-type: none"> <li>Top Secret SIGINT – Government of Canada facilities and information</li> <li>Secret – Access to CSNI</li> <li>Unclassified – DND facilities or Contractor Facility</li> </ol>	CAN/US  NA
<ol style="list-style-type: none"> <li>Enhanced Reliability / No Controlled Goods (CG)</li> <li>Secret / CG</li> <li>Secret / No CG</li> <li>NATO Secret / CG</li> <li>NATO Secret / No CG</li> <li>Top Secret / CG</li> <li>Top Secret / No CG</li> <li>Top Secret SIGINT / CG</li> <li>Top Secret SIGINT / No CG</li> <li>COSMIC Top Secret / No CG</li> <li>COSMIC Top Secret / CG</li> </ol>	P.6 Project Administrator (Level 2)	<ol style="list-style-type: none"> <li>Top Secret SIGINT – Government of Canada facilities and information</li> <li>Secret – Access to CSNI</li> <li>Unclassified – DND facilities or Contractor Facility</li> </ol>	CAN/US  NA
<ol style="list-style-type: none"> <li>Enhanced Reliability / No Controlled Goods (CG)</li> <li>Secret / CG</li> <li>Secret / No CG</li> </ol>	P.6 Project Administrator (Level 3)	<ol style="list-style-type: none"> <li>Top Secret SIGINT – Government of Canada facilities and information</li> <li>Secret – Access to CSNI</li> </ol>	CAN/US  NA

4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG		3. Unclassified – DND facilities or Contractor Facility	
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	P.7 Project Coordinator (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	P.7 Project Coordinator (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	P.9 Project Manager (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA

8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG			
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	P.9 Project Manager (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	P.10 Project Scheduler (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG	P.10 Project Scheduler (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA

10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG			
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	P.12 Risk Management Specialist (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	P.12 Risk Management Specialist (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	C.2 IT Security Methodology, Policy and Procedures Analyst (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA

<ol style="list-style-type: none"> <li>Enhanced Reliability / No Controlled Goods (CG)</li> <li>Secret / CG</li> <li>Secret / No CG</li> <li>NATO Secret / CG</li> <li>NATO Secret / No CG</li> <li>Top Secret / CG</li> <li>Top Secret / No CG</li> <li>Top Secret SIGINT / CG</li> <li>Top Secret SIGINT / No CG</li> <li>COSMIC Top Secret / No CG</li> <li>COSMIC Top Secret / CG</li> </ol>	C.2 IT Security Methodology, Policy and Procedures Analyst (Level 3)	<ol style="list-style-type: none"> <li>Top Secret SIGINT – Government of Canada facilities and information</li> <li>Secret – Access to CSNI</li> <li>Unclassified – DND facilities or Contractor Facility</li> </ol>	CAN/US  NA
<ol style="list-style-type: none"> <li>Enhanced Reliability / No Controlled Goods (CG)</li> <li>Secret / CG</li> <li>Secret / No CG</li> <li>NATO Secret / CG</li> <li>NATO Secret / No CG</li> <li>Top Secret / CG</li> <li>Top Secret / No CG</li> <li>Top Secret SIGINT / CG</li> <li>Top Secret SIGINT / No CG</li> <li>COSMIC Top Secret / No CG</li> <li>COSMIC Top Secret / CG</li> </ol>	C.3 IT Security TRA and C&A Analyst (Level 2)	<ol style="list-style-type: none"> <li>Top Secret SIGINT – Government of Canada facilities and information</li> <li>Secret – Access to CSNI</li> <li>Unclassified – DND facilities or Contractor Facility</li> </ol>	CAN/US  NA
<ol style="list-style-type: none"> <li>Enhanced Reliability / No Controlled Goods (CG)</li> <li>Secret / CG</li> <li>Secret / No CG</li> <li>NATO Secret / CG</li> <li>NATO Secret / No CG</li> <li>Top Secret / CG</li> <li>Top Secret / No CG</li> <li>Top Secret SIGINT / CG</li> <li>Top Secret SIGINT / No CG</li> <li>COSMIC Top Secret / No CG</li> <li>COSMIC Top Secret / CG</li> </ol>	C.3 IT Security TRA and C&A Analyst (Level 3)	<ol style="list-style-type: none"> <li>Top Secret SIGINT – Government of Canada facilities and information</li> <li>Secret – Access to CSNI</li> <li>Unclassified – DND facilities or Contractor Facility</li> </ol>	CAN/US  NA
<ol style="list-style-type: none"> <li>Enhanced Reliability / No Controlled Goods (CG)</li> <li>Secret / CG</li> <li>Secret / No CG</li> </ol>	C.8 Network Security Analyst (Level 2)	<ol style="list-style-type: none"> <li>Top Secret SIGINT – Government of Canada facilities and information</li> <li>Secret – Access to CSNI</li> </ol>	CAN/US  NA

4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG		3. Unclassified – DND facilities or Contractor Facility	
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	C.8 Network Security Analyst (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	C.11 IT Security Vulnerability Analysis Specialist (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG	C.11 IT Security Vulnerability Analysis Specialist (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA

8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG			
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	C.14 IT Security R&D Specialist (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG 10. COSMIC Top Secret / No CG 11. COSMIC Top Secret / CG	C.14 IT Security R&D Specialist (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA
1. Enhanced Reliability / No Controlled Goods (CG) 2. Secret / CG 3. Secret / No CG 4. NATO Secret / CG 5. NATO Secret / No CG 6. Top Secret / CG 7. Top Secret / No CG 8. Top Secret SIGINT / CG 9. Top Secret SIGINT / No CG	C.16 PIA Specialist (Level 2)	1. Top Secret SIGINT – Government of Canada facilities and information 2. Secret – Access to CSNI 3. Unclassified – DND facilities or Contractor Facility	CAN/US  NA

10. COSMIC Top Secret / No CG			
11. COSMIC Top Secret / CG			
1. Enhanced Reliability / No Controlled Goods (CG)	C.16 PIA Specialist (Level 3)	1. Top Secret SIGINT – Government of Canada facilities and information	CAN/US
2. Secret / CG		2. Secret – Access to CSNI	NA
3. Secret / No CG		3. Unclassified – DND facilities or Contractor Facility	
4. NATO Secret / CG			
5. NATO Secret / No CG			
6. Top Secret / CG			
7. Top Secret / No CG			
8. Top Secret SIGINT / CG			
9. Top Secret SIGINT / No CG			
10. COSMIC Top Secret / No CG			
11. COSMIC Top Secret / CG			

**Part C – Safeguards / Information Technology (IT) Media – 11d = yes**

IT security requirements must be specified in a separate technical document and submitted with the SRCL



## ATTACHMENTS TO PART 4

### ATTACHMENT 4.1 - *Mandatory Criteria*

This attachment is divided into two separate sections as follows:

Workstream A: Mandatory Technical Criteria (Applicable to Workstream A only)

Workstream B: Mandatory Technical Criteria (Applicable to Workstream B only)

#### WORKSTREAM A: MANDATORY TECHNICAL CRITERIA (Applicable to Workstream A only)

<b>A-M1</b>	<p>The Bidder must demonstrate that it has at least five (5) cumulative years* of corporate experience within the last ten (10) years, prior to the RFP publication date, providing capability development services in support of projects or programs. More specifically, Bidders must provide a summary of activities and responsibilities that demonstrates experience in each of the following four (4) service areas:</p> <ol style="list-style-type: none"> <li>1. Project management;</li> <li>2. Cyber security;</li> <li>3. Business analysis;</li> <li>4. Requirements analysis;</li> </ol> <p>* A current contract can be used to demonstrate this criteria, provided that it meets all requirements by the RFP Publication Date.</p>
<b>A-M2</b>	<p>The Bidder must have been awarded at least 2 Government * informatics professional service contracts.</p> <p>For each contract identified:</p> <ol style="list-style-type: none"> <li>1. The value must be at least \$1,000,000.00 (\$1M) excluding applicable taxes;</li> <li>2. The duration must be at least two (2) years within the last eight (8) years from the closing date of this solicitation and cannot include option periods that have not been exercised;</li> <li>3. The Bidder must have provided at least four (4) resources simultaneously for a period of at least twelve (12) consecutive months; and</li> </ol> <p>Each contract used must also demonstrate that the Bidder has provided services to an organization with the following environment:</p> <ul style="list-style-type: none"> <li>• At least 100 workstations on a classified network or secret network;</li> <li>• Microsoft Windows workstation operating system (Windows XP, Windows Vista, Windows 7 and/or Windows 10); and</li> <li>• Centralized software distribution and patch management.</li> </ul> <p>The Bidder must provide one reference for each contract. The references must include the name of the organization, the unique contract identification number, a short description of the services provided, the name, title, email address and telephone number of the organization's responsible manager, the number of resources provided, as well as the award date, expiry date and dollar value of the contract. It is the Bidder's</p>

	<p>responsibility to ensure that any information divulged has the permission of the references provided.</p> <p>The Bidder must have been the prime contractor, rather than a subcontractor. This means that the Bidder contracted directly with the customer of the work. If the Bidder's contract was to perform work which another entity had itself first contracted to perform, the Bidder will not be considered the prime contractor. For example, Z (customer) contracted with Y for services. Y, in turn, entered into a contract with X to provide all or part of these services to Z. In this example, Y is a prime contractor and X is a subcontractor.</p> <p>Bidders are reminded that a Supply Arrangement or Standing Offer is not a contract and therefore any reference to this type of document will not be accepted for the purpose of evaluating contract experience. For example if the Bidder references it's TBIPS SA number such as EN578-055605/XXX/EL for the purpose of demonstrating experience under the evaluation criteria, Canada will disregard this experience because it does not relate to a specific contract.</p> <p>* Government client may include a Federal, Provincial or Municipal Department/Agency or Crown Corporation.</p>
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#### **WORKSTREAM B: MANDATORY TECHNICAL CRITERIA (Applicable to Workstream B only)**

<b>B-M1</b>	<p>The Bidder must demonstrate that it has at least five (5) cumulative years* of corporate experience within the last ten (10) years, prior to the RFP publication date, providing capability development services in support of projects or programs. More specifically, Bidders must provide a summary of activities and responsibilities that demonstrates experience in each of the following two (2) service areas:]</p> <ol style="list-style-type: none"> <li>1. Cyber security;</li> <li>2. Requirements analysis;</li> </ol> <p>* A current contract can be used to demonstrate this criteria, provided that it meets all requirements by the RFP Publication Date.</p>
<b>B-M2</b>	<p>The Bidder must have been awarded at least 2 Government * informatics professional service contracts.</p> <p>For each contract identified:</p> <ol style="list-style-type: none"> <li>1. The value must be at least \$1,000,000.00 (\$1M) excluding applicable taxes;</li> <li>2. The duration must be at least two (2) years within the last eight (8) years from the closing date of this solicitation and cannot include option periods that have not been exercised;</li> <li>3. The Bidder must have provided at least two (2) resources simultaneously for a period of at least twelve (12) consecutive months; and</li> </ol> <p>Each contract used must also demonstrate that the Bidder has provided services to an organization with the following environment:</p>

- At least 100 workstations on a classified network or secret network;
- Microsoft Windows workstation operating system (Windows XP, Windows Vista, Windows 7 and/or Windows 10); and
- Centralized software distribution and patch management.

The Bidder must provide one reference for each contract. The references must include the name of the organization, the unique contract identification number, a short description of the services provided, the name, title, email address and telephone number of the organization's responsible manager, the number of resources provided, as well as the award date, expiry date and dollar value of the contract. It is the Bidder's responsibility to ensure that any information divulged has the permission of the references provided.

The Bidder must have been the prime contractor, rather than a subcontractor. This means that the Bidder contracted directly with the customer of the work. If the Bidder's contract was to perform work which another entity had itself first contracted to perform, the Bidder will not be considered the prime contractor. For example, Z (customer) contracted with Y for services. Y, in turn, entered into a contract with X to provide all or part of these services to Z. In this example, Y is a prime contractor and X is a subcontractor.

Bidders are reminded that a Supply Arrangement or Standing Offer is not a contract and therefore any reference to this type of document will not be accepted for the purpose of evaluating contract experience. For example if the Bidder references it's TBIPS SA number such as EN578-055605/XXX/EL for the purpose of demonstrating experience under the evaluation criteria, Canada will disregard this experience because it does not relate to a specific contract.

\* Government client may include a Federal, Provincial or Municipal Department/Agency or Crown Corporation.

## ATTACHMENT 4.2 – Point-Rated Criteria

This attachment is divided into two separate sections as follows:

Workstream A: Point-Rated Technical Criteria (Applicable to Workstream A only)

Workstream B: Point-Rated Technical Criteria (Applicable to Workstream B only)

### WORKSTREAM A: POINT-RATED TECHNICAL CRITERIA (Applicable to Workstream A only)

Point-Rated Criteria		Maximum Points	Point Allocation
<b>A-R1</b>	<p>The Bidder should demonstrate its experience in providing informatics professional services related to conducting systems analysis within the past five (5) years by submitting for each contract the following:</p> <ol style="list-style-type: none"> <li>1. Name of the organization;</li> <li>2. The contract number;</li> <li>3. A brief description of the services provided;</li> <li>4. The dates (dd/mm/yyyy) for both the start and end date (if applicable) of the contracts.</li> <li>5. The list of completed deliverables related to systems analysis</li> </ol>	<b>10</b>	<p>Two (2) points will be awarded for each demonstrated contract to a maximum of Ten (10):</p> <p>1 contract = 2 points  2 contracts = 4 points  3 contracts = 6 points  4 contracts = 8 points  5 contracts = 10 points</p>
<b>A-R2</b>	<p>The Bidder should demonstrate its experience in providing informatics professional services related to conducting courseware development within the past five (5) years by submitting for each contract the following:</p> <ol style="list-style-type: none"> <li>1. Name of the organization;</li> <li>2. The contract number;</li> <li>3. A brief description of the services provided;</li> <li>4. The dates (dd/mm/yyyy) for both the start and end date (if applicable) of the contracts.</li> <li>5. The list of completed deliverables related to courseware development</li> </ol>	<b>10</b>	<p>Two (2) points will be awarded for each demonstrated contract to a maximum of Ten (10):</p> <p>1 contract = 2 points  2 contracts = 4 points  3 contracts = 6 points  4 contracts = 8 points  5 contracts = 10 points</p>
<b>A-R3</b>	<p>In addition to the two (2) contracts provided in <b>A-M2</b>, the Bidder should clearly demonstrate its experience in providing Informatics Professional Services through the issuance of other contracts, which meet all of following:</p> <ol style="list-style-type: none"> <li>1. The value must be at least \$5,000,000.00 (\$5M) excluding applicable taxes;</li> <li>2. The duration must be at least two (2) years within the last eight (8) years from the closing date of this solicitation and cannot include option periods that have not been exercised;</li> <li>3. The Bidder must have provided at least eight (8) resources simultaneously for a period</li> </ol>	<b>10</b>	<p>Two (2) points will be awarded for each demonstrated additional contract to those provided in <b>A-M2</b> up to a maximum of ten (10):</p> <p>1 additional contract to those provided in <b>A-M2</b> = 2 points</p> <p>2 additional contracts to those provided in <b>A-M2</b> = 4 points</p>

	<p>of at least twelve (12) consecutive months; and</p> <p>Each contract used must also demonstrate that the Bidder has provided services to an organization with the following environment:</p> <ul style="list-style-type: none"><li>• At least 100 workstations on a classified network or secret network;</li><li>• Microsoft Windows workstation operating system (Windows XP, Windows Vista, Windows 7 and/or Windows 10); and</li><li>• Centralized software distribution and patch management.</li></ul> <p>The Bidder must provide one reference for each contract. The references must include the name of the organization, the unique contract identification number, a short description of the services provided, the name, title, email address and telephone number of the organization's responsible manager, the number of resources provided, as well as the award date, expiry date and dollar value of each contract. It is the Bidder's responsibility to ensure that any information divulged has the permission of the references provided.</p> <p>The Bidder must have been the prime contractor, rather than a subcontractor. This means that the Bidder contracted directly with the customer of the work. If the Bidder's contract was to perform work which another entity had itself first contracted to perform, the Bidder will not be considered the prime contractor. For example, Z (customer) contracted with Y for services. Y, in turn, entered into a contract with X to provide all or part of these services to Z. In this example, Y is a prime contractor and X is a subcontractor.</p> <p>Bidders are reminded that a Supply Arrangement or Standing Offer is not a contract and therefore any reference to this type of document will not be accepted for the purpose of evaluating contract experience. For example if the Bidder references it's TBIPS SA number such as EN578-055605/XXX/EL for the purpose of demonstrating experience under the evaluation criteria, Canada will disregard this experience because it does not relate to a specific contract.</p>		<p>3 additional contracts to those provided in <b>A-M2</b> = 6 points</p> <p>4 additional contracts to those provided in <b>A-M2</b> = 8 points</p> <p>5 additional contracts to those provided in <b>A-M2</b> = 10 points</p>
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**WORKSTREAM B: POINT-RATED TECHNICAL CRITERIA (Applicable to Workstream B only)**

Point Rated Criteria	Maximum Points	Point Allocation
<b>B-R1</b> The Bidder should demonstrate its experience in providing informatics professional services related to conducting IT Security Threat Risk Assessment (TRA) and Certification and Accreditation (C&A) Analysis against applications within the past five (5) years by submitting for each contract the following: <ol style="list-style-type: none"> <li>1. Name of the organization;</li> <li>2. The contract number;</li> <li>3. A brief description of the services provided;</li> <li>4. The dates (dd/mm/yyyy) for both the start and end date (if applicable) of the contracts.</li> <li>5. The list of completed deliverables related to IT Security Threat Risk Assessment (TRA) and Certification and Accreditation (C&amp;A) Analysis against applications.</li> </ol>	<b>10</b>	Two (2) points will be awarded for each demonstrated contract to a maximum of Ten (10):  1 contract = 2 points 2 contracts = 4 points 3 contracts = 6 points 4 contracts = 8 points 5 contracts = 10 points
<b>B-R2</b> The Bidder should demonstrate its experience in providing informatics professional services related to conducting IT Security Vulnerability Analysis against applications within the past five (5) years by submitting for each contract the following: <ol style="list-style-type: none"> <li>1. Name of the organization;</li> <li>2. The contract number;</li> <li>3. A brief description of the services provided;</li> <li>4. The dates (dd/mm/yyyy) for both the start and end date (if applicable) of the contracts.</li> <li>5. The list of completed deliverables related to IT Security Vulnerability Analysis against applications.</li> </ol>	<b>10</b>	Two (2) points will be awarded for each demonstrated contract to a maximum of Ten (10):  1 contract = 2 points 2 contracts = 4 points 3 contracts = 6 points 4 contracts = 8 points 5 contracts = 10 points
<b>B-R3</b> In addition to the two (2) contracts provided in <b>B-M2</b> , the Bidder should clearly demonstrate its experience in providing Informatics Professional Services through the issuance of other contracts which meet all of following: <ol style="list-style-type: none"> <li>1. The value must be at least \$1,000,000.00 (\$1M) excluding applicable taxes;</li> <li>2. The duration must be at least two (2) years within the last eight (8) years from the closing date of this solicitation and cannot include option periods that have not been exercised;</li> <li>3. The Bidder must have provided at least two (2) resources simultaneously for a period</li> </ol>	<b>10</b>	Two (2) points will be awarded for each demonstrated additional contract to those provided in <b>B-M2</b> up to a maximum of ten (10):  1 additional contract to those provided in <b>B-M2</b> = 2 points  2 additional contracts to those provided in <b>B-M2</b> = 4 points  3 additional contracts to those provided in

<p>of at least twelve (12) consecutive months; and</p> <p>Each contract used must also demonstrate that the Bidder has provided services to an organization with the following environment:</p> <ul style="list-style-type: none"> <li>• At least 100 workstations on a classified network or secret network;</li> <li>• Microsoft Windows workstation operating system (Windows XP, Windows Vista, Windows 7 and/or Windows 10); and</li> <li>• Centralized software distribution and patch management.</li> </ul> <p>The Bidder must provide one reference for each contract. The references must include the name of the organization, the unique contract identification number, a short description of the services provided, the name, title, email address and telephone number of the organization's responsible manager, the number of resources provided, as well as the award date, expiry date and dollar value of each contract. It is the Bidder's responsibility to ensure that any information divulged has the permission of the references provided.</p> <p>The Bidder must have been the prime contractor, rather than a subcontractor. This means that the Bidder contracted directly with the customer of the work. If the Bidder's contract was to perform work which another entity had itself first contracted to perform, the Bidder will not be considered the prime contractor. For example, Z (customer) contracted with Y for services. Y, in turn, entered into a contract with X to provide all or part of these services to Z. In this example, Y is a prime contractor and X is a subcontractor.</p> <p>Bidders are reminded that a Supply Arrangement or Standing Offer is not a contract and therefore any reference to this type of document will not be accepted for the purpose of evaluating contract experience. For example if the Bidder references it's TBIPS SA number such as EN578-055605/XXX/EL for the purpose of demonstrating experience under the evaluation criteria, Canada will disregard this experience because it does not relate to a specific contract.</p>		<p><b>B-M2</b> = 6 points</p> <p>4 additional contracts to those provided in <b>B-M3</b> = 8 points</p> <p>5 additional contracts to those provided in <b>B-M2</b> = 10 points</p>
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**ATTACHMENT 4.3 – Pricing Schedule**

In respect of the “Estimated Number of Days” listed below in (C\*) the estimated number of days is for evaluation purposes only during the solicitation process and does not represent a commitment of the future usage.

**WORKSTREAM A (Applicable to Workstream A only)**

<b>INITIAL CONTRACT PERIOD – WORKSTREAM A</b>				
(A)	(B)	(C)	(D)	(E)
RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF DAYS	FIRM PER DIEM RATE	TOTAL COST (C x D)
Stream 1 : Application Services				
A.8 System Analyst	LEVEL 2	250		
A.8 System Analyst	LEVEL 3	450		
Stream 4 : Business Services				
B.1 Business Analyst	LEVEL 2	250		
B.1 Business Analyst	LEVEL 3	550		
B.2 Business Architect	LEVEL 2	150		
B.2 Business Architect	LEVEL 3	150		
B.6 Business Systems Analyst	LEVEL 2	250		
B.6 Business Systems Analyst	LEVEL 3	125		
B.9 Courseware Developer	LEVEL 2	250		
B.9 Courseware Developer	LEVEL 3	10		
B.11 Instructor, IT	LEVEL 2	63		
B.11 Instructor, IT	LEVEL 3	10		
B.14 Technical Writer	LEVEL 2	125		
B.14 Technical Writer	LEVEL 3	125		
Stream 5 : Project Management Services				
P.1 Change Management Consultant	LEVEL 2	10		



P.1 Change Management Consultant	LEVEL 3	10		
P.3 Human Resource Consultant	LEVEL 2	150		
P.3 Human Resource Consultant	LEVEL 3	85		
P.4 Organizational Development Consultant	LEVEL 2	125		
P.4 Organizational Development Consultant	LEVEL 3	300		
P.6 Project Administrator	LEVEL 2	10		
P.6 Project Administrator	LEVEL 3	10		
P.7 Project Coordinator	LEVEL 2	150		
P.7 Project Coordinator	LEVEL 3	500		
P.9 Project Manager	LEVEL 2	720		
P.9 Project Manager	LEVEL 3	10		
<b>Workstream A - Total Price Initial Contract Period</b>				

<b>OPTION PERIOD 1 – WORKSTREAM A</b>				
(A)	(B)	(C)	(D)	(E)
RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF DAYS	FIRM PER DIEM RATE	TOTAL COST (C x D)
Stream 1 : Application Services				
A.8 System Analyst	LEVEL 2	10		
A.8 System Analyst	LEVEL 3	150		
Stream 4 : Business Services				
B.1 Business Analyst	LEVEL 2	125		
B.1 Business Analyst	LEVEL 3	350		
B.2 Business Architect	LEVEL 2	75		
B.2 Business Architect	LEVEL 3	75		
B.6 Business Systems Analyst	LEVEL 2	10		
B.6 Business Systems Analyst	LEVEL 3	10		

B.9 Courseware Developer	LEVEL 2	250		
B.9 Courseware Developer	LEVEL 3	250		
B.11 Instructor, IT	LEVEL 2	250		
B.11 Instructor, IT	LEVEL 3	250		
B.14 Technical Writer	LEVEL 2	10		
B.14 Technical Writer	LEVEL 3	10		
Stream 5 : Project Management Services				
P.1 Change Management Consultant	LEVEL 2	125		
P.1 Change Management Consultant	LEVEL 3	10		
P.3 Human Resource Consultant	LEVEL 2	125		
P.3 Human Resource Consultant	LEVEL 3	10		
P.4 Organizational Development Consultant	LEVEL 2	10		
P.4 Organizational Development Consultant	LEVEL 3	125		
P.6 Project Administrator	LEVEL 2	250		
P.6 Project Administrator	LEVEL 3	125		
P.7 Project Coordinator	LEVEL 2	600		
P.7 Project Coordinator	LEVEL 3	250		
P.9 Project Manager	LEVEL 2	450		
P.9 Project Manager	LEVEL 3	10		
Workstream A - Total Price Option Period 1				

**OPTION PERIOD 2 – WORKSTREAM A**

(A)	(B)	(C)	(D)	(E)
RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF DAYS	FIRM PER DIEM RATE	TOTAL COST (C x D)
Stream 1 : Application Services				

A.8 System Analyst	LEVEL 2	10		
A.8 System Analyst	LEVEL 3	480		
Stream 4 : Business Services				
B.1 Business Analyst	LEVEL 2	10		
B.1 Business Analyst	LEVEL 3	480		
B.2 Business Architect	LEVEL 2	10		
B.2 Business Architect	LEVEL 3	250		
B.6 Business Systems Analyst	LEVEL 2	10		
B.6 Business Systems Analyst	LEVEL 3	10		
B.9 Courseware Developer	LEVEL 2	250		
B.9 Courseware Developer	LEVEL 3	250		
B.11 Instructor, IT	LEVEL 2	250		
B.11 Instructor, IT	LEVEL 3	250		
B.14 Technical Writer	LEVEL 2	10		
B.14 Technical Writer	LEVEL 3	10		
Stream 5 : Project Management Services				
P.1 Change Management Consultant	LEVEL 2	10		
P.1 Change Management Consultant	LEVEL 3	250		
P.3 Human Resource Consultant	LEVEL 2	10		
P.3 Human Resource Consultant	LEVEL 3	10		
P.4 Organizational Development Consultant	LEVEL 2	10		
P.4 Organizational Development Consultant	LEVEL 3	10		
P.6 Project Administrator	LEVEL 2	10		
P.6 Project Administrator	LEVEL 3	10		
P.7 Project Coordinator	LEVEL 2	755		
P.7 Project Coordinator	LEVEL 3	490		

P.9 Project Manager	LEVEL 2	480		
P.9 Project Manager	LEVEL 3	250		
<b>Workstream A - Total Price Option Period 2</b>				

<b>OPTION PERIOD 3 – WORKSTREAM A</b>				
(A)	(B)	(C)	(D)	(E)
RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF DAYS	FIRM PER DIEM RATE	TOTAL COST (C x D)
Stream 1 : Application Services				
A.8 System Analyst	LEVEL 2	10		
A.8 System Analyst	LEVEL 3	500		
Stream 4 : Business Services				
B.1 Business Analyst	LEVEL 2	10		
B.1 Business Analyst	LEVEL 3	500		
B.2 Business Architect	LEVEL 2	10		
B.2 Business Architect	LEVEL 3	250		
B.6 Business Systems Analyst	LEVEL 2	10		
B.6 Business Systems Analyst	LEVEL 3	10		
B.9 Courseware Developer	LEVEL 2	250		
B.9 Courseware Developer	LEVEL 3	250		
B.11 Instructor, IT	LEVEL 2	250		
B.11 Instructor, IT	LEVEL 3	250		
B.14 Technical Writer	LEVEL 2	10		
B.14 Technical Writer	LEVEL 3	10		
Stream 5 : Project Management Services				
P.1 Change Management Consultant	LEVEL 2	10		
P.1 Change Management Consultant	LEVEL 3	10		

P.3 Human Resource Consultant	LEVEL 2	10		
P.3 Human Resource Consultant	LEVEL 3	10		
P.4 Organizational Development Consultant	LEVEL 2	10		
P.4 Organizational Development Consultant	LEVEL 3	250		
P.6 Project Administrator	LEVEL 2	10		
P.6 Project Administrator	LEVEL 3	10		
P.7 Project Coordinator	LEVEL 2	755		
P.7 Project Coordinator	LEVEL 3	500		
P.9 Project Manager	LEVEL 2	700		
P.9 Project Manager	LEVEL 3	10		
<b>Workstream A - Total Price Option Period 3</b>				

**OPTION PERIOD 4 – WORKSTREAM A**

(A)	(B)	(C)	(D)	(E)
RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF DAYS	FIRM PER DIEM RATE	TOTAL COST (C x D)
Stream 1 : Application Services				
A.8 System Analyst	LEVEL 2	10		
A.8 System Analyst	LEVEL 3	500		
Stream 4 : Business Services				
B.1 Business Analyst	LEVEL 2	10		
B.1 Business Analyst	LEVEL 3	10		
B.2 Business Architect	LEVEL 2	250		
B.2 Business Architect	LEVEL 3	250		
B.6 Business Systems Analyst	LEVEL 2	10		
B.6 Business Systems Analyst	LEVEL 3	10		
B.9 Courseware Developer	LEVEL 2	250		

B.9 Courseware Developer	LEVEL 3	250		
B.11 Instructor, IT	LEVEL 2	250		
B.11 Instructor, IT	LEVEL 3	250		
B.14 Technical Writer	LEVEL 2	10		
B.14 Technical Writer	LEVEL 3	10		
Stream 5 : Project Management Services				
P.1 Change Management Consultant	LEVEL 2	10		
P.1 Change Management Consultant	LEVEL 3	10		
P.3 Human Resource Consultant	LEVEL 2	10		
P.3 Human Resource Consultant	LEVEL 3	10		
P.4 Organizational Development Consultant	LEVEL 2	10		
P.4 Organizational Development Consultant	LEVEL 3	10		
P.6 Project Administrator	LEVEL 2	10		
P.6 Project Administrator	LEVEL 3	10		
P.7 Project Coordinator	LEVEL 2	700		
P.7 Project Coordinator	LEVEL 3	500		
P.9 Project Manager	LEVEL 2	780		
P.9 Project Manager	LEVEL 3	10		
Workstream A - Total Price Option Period 4				

**TOTAL BID PRICE – WORKSTREAM A**

(Initial Contract Period + Option Period 1 + Option Period 2 + Option Period 3 + Option Period 4)

\$

**WORKSTREAM B (Applicable to Workstream B only)**

<b>INITIAL CONTRACT PERIOD – WORKSTREAM B</b>				
(A)	(B)	(C)	(D)	(E)
RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF DAYS	FIRM PER DIEM RATE	TOTAL COST (C x D)
Stream 6: Cyber Protection Services				
C.3 IT Security TRA and C&A Analyst	LEVEL 2	125		
C.3 IT Security TRA and C&A Analyst	LEVEL 3	125		
C.8 Network Security Analyst	LEVEL 2	125		
C.8 Network Security Analyst	LEVEL 3	125		
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 2	10		
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 3	150		
<b>Workstream B - Total Price Initial Contract Period</b>				

<b>OPTION PERIOD 1 – WORKSTREAM B</b>				
(A)	(B)	(C)	(D)	(E)
RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF DAYS	FIRM PER DIEM RATE	TOTAL COST (C x D)
Stream 6: Cyber Protection Services				
C.3 IT Security TRA and C&A Analyst	LEVEL 2	10		
C.3 IT Security TRA and C&A Analyst	LEVEL 3	125		
C.8 Network Security Analyst	LEVEL 2	10		
C.8 Network Security Analyst	LEVEL 3	10		
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 2	250		

C.11 IT Security Vulnerability Analysis Specialist	LEVEL 3	375		
<b>Workstream B - Total Price Option Period 1</b>				

<b>OPTION PERIOD 2 – WORKSTREAM B</b>				
(A)	(B)	(C)	(D)	(E)
RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF DAYS	FIRM PER DIEM RATE	TOTAL COST (C x D)
Stream 6: Cyber Protection Services				
C.3 IT Security TRA and C&A Analyst	LEVEL 2	10		
C.3 IT Security TRA and C&A Analyst	LEVEL 3	10		
C.8 Network Security Analyst	LEVEL 2	10		
C.8 Network Security Analyst	LEVEL 3	10		
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 2	10		
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 3	10		
<b>Workstream B - Total Price Option Period 2</b>				

<b>OPTION PERIOD 3 – WORKSTREAM B</b>				
(A)	(B)	(C)	(D)	(E)
RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF DAYS	FIRM PER DIEM RATE	TOTAL COST (C x D)
Stream 6: Cyber Protection Services				
C.3 IT Security TRA and C&A Analyst	LEVEL 2	10		
C.3 IT Security TRA and C&A Analyst	LEVEL 3	10		
C.8 Network Security Analyst	LEVEL 2	10		
C.8 Network Security Analyst	LEVEL 3	10		



C.11 IT Security Vulnerability Analysis Specialist	LEVEL 2	10		
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 3	10		
<b>Workstream B - Total Price Option Period 3</b>				

<b>OPTION PERIOD 4 – WORKSTREAM B</b>				
(A)	(B)	(C)	(D)	(E)
RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF DAYS	FIRM PER DIEM RATE	TOTAL COST (C x D)
Stream 6: Cyber Protection Services				
C.3 IT Security TRA and C&A Analyst	LEVEL 2	10		
C.3 IT Security TRA and C&A Analyst	LEVEL 3	10		
C.8 Network Security Analyst	LEVEL 2	10		
C.8 Network Security Analyst	LEVEL 3	10		
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 2	10		
C.11 IT Security Vulnerability Analysis Specialist	LEVEL 3	10		
<b>Workstream B - Total Price Option Period 4</b>				

<b>TOTAL BID PRICE – WORKSTREAM B</b>	
(Initial Contract Period + Option Period 1 + Option Period 2 + Option Period 3 + Option Period 4)	\$

**FORMS****FORM 1 – Bid Submission Form**

<b>BID SUBMISSION FORM</b>		
<b>Bidder's full legal name</b>		
<b>Authorized Representative of Bidder for evaluation purposes (e.g., clarifications)</b>	Name	
	Title	
	Address	
	Telephone #	
	Fax #	
	Email	
<b>Bidder's Procurement Business Number (PBN)</b> [see the Standard Instructions 2003]  <b>[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.]</b>		
<b>Jurisdiction of Contract:</b> 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)		
<b>Former Public Servants</b>  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"	

<b>Security Clearance Level of Bidder</b> [include both the level and the date it was granted] <b>[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.]</b>		
<b>Workstream covered by this bid:</b> 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).	<b>Workstream</b>	<b>Yes/No</b>
	Workstream A	
	Workstream B	
<p>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:</p> <ol style="list-style-type: none"><li>1. The Bidder considers itself and its proposed resources able to meet all the mandatory requirements described in the bid solicitation;</li><li>2. This bid is valid for the period requested in the bid solicitation;</li><li>3. All the information provided in the bid is complete, true and accurate; and</li><li>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.</li></ol>		
<b>Signature of Authorized Representative of Bidder</b>		

**FORM 2 – 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).

**FORM 3 – *Electronic Payment Instruments***

The Bidder accepts to be paid by any of the following Electronic Payment Instrument(s):

- ☐ VISA Acquisition Card;
- ☐ MasterCard Acquisition Card;
- ☐ Direct Deposit (Domestic and International);
- ☐ Electronic Data Interchange (EDI);
- ☐ Wire Transfer (International Only);
- ☐ Large Value Transfer System (LVTS) (Over \$25M)

**FORM 4 – Customer Reference Contract Information Form**

<b>Customer Reference Contact Information:</b>	
Name of client organization: _____	
Name of client: _____	
Client's title: _____	
Client telephone n°. _____ Email address: _____	
<b>Contract Information:</b> The Bidder must provide with this Form a copy of the reference contract.	
Contract n°: _____	
Start date: _____ End date: _____	
Total contract value (excluding Applicable Taxes and not including amendments): _____	
Core categories provided: _____	
By signing below, the Bidder certifies that the information provided in this Form is accurate.	
<b>Signature of authorized representative of the Bidder:</b>	Name: _____ Title: _____ Signature: _____ Date: _____