



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

**Bid Receiving - PWGSC / Réception des
soumissions - TPSGC**
Place du Portage, Phase III
Core 0B2 / Noyau 0B2
11 Laurier St., 11, rue Laurier
Gatineau
K1A 0S5
Bid Fax: (819) 997-9776

**REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION**

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

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

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

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

Comments - Commentaires

Title - Sujet ISST - TBIPS Professional Services	
Solicitation No. - N° de l'invitation EP243-200016/A	Date 2019-10-09
Client Reference No. - N° de référence du client 20200016	
GETS Reference No. - N° de référence de SEAG PW-\$\$XE-683-36915	
File No. - N° de dossier 683xe.EP243-200016	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2019-10-29	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Ouellette, Kristen	Buyer Id - Id de l'acheteur 683xe
Telephone No. - N° de téléphone (613) 402-8745 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: See Herein	

Instructions: See Herein

Instructions: Voir aux présentes

Vendor/Firm Name and Address

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

Issuing Office - Bureau de distribution

Business Transformation and Systems Integration
Service/Division de transformation des opérations et
d'intégrat
Special Procurement Initiative Dir
Dir. des initiatives spéciales
d'approvisionnement
Terrasses de la Chaudière 4th Floo
10 Wellington Street
Gatineau
Québec

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

REQUEST FOR PROPOSAL (RFP) AGAINST A SUPPLY ARRANGEMENT FOR TASK-BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS)

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PART 1 - GENERAL INFORMATION

1.1 INTRODUCTION

This bid solicitation is divided into seven parts plus annexes and, attachments 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 and states that the Bidder agrees to be bound by the clauses and conditions contained in all parts of 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: includes the certifications 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, the Basis of Payment, the Bid Evaluation Criteria, the Bid Submission Form, and any other annexes.

1.2 SUMMARY

- a. This bid solicitation is being issued to satisfy the requirement of Public Services and Procurement Canada (the "Client") for Task-Based Informatics Professional Services (TBIPS) under the TBIPS Supply Arrangement (SA) method of supply.
- b. It is intended to result in the award of up to 3 contracts for an initial period of two (2) years plus 2 six-month irrevocable options allowing Canada to extend the term of the contract.
- c. There is a security requirement associated with this requirement. For additional information, see Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. Bidders should consult the "[Security Requirements on PWGSC Bid Solicitations - Instructions for Bidders](http://ssi-iss.tpsgc-pwgsc.gc.ca)" document on the Departmental Standard Procurement Documents (<http://ssi-iss.tpsgc-pwgsc.gc.ca>) Website.
- d. The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), the Canada-Chile Free Trade Agreement (CCFTA), the Canada-Peru Free Trade Agreement (CPFTA), the Canada-Columbia Free Trade Agreement (CCoIFTA), the Canada-Panama Free Trade Agreement (CPanFTA), the Canada-Korea Free Trade Agreement (CKFTA), the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), the Canadian Free Trade Agreement (CFTA) and the Progressive Agreement for Trans-Pacific Partnership (CPTPP).

- e. The Federal Contractor’s Program (FCP) for employment equity applies to this procurement; see Part 5 - Certifications, Part 7 - Resulting Contract Clauses and the attachment titled “Federal Contractor’s Program for Employment Equity - Certification.”
- f. At the time of bid closing, only TBIPS SA Holders currently holding a TBIPS SA for Tier 2, in all required resource categories in this bid solicitation and in the National Capital Region under the EN578-170432 series of SAs are eligible to compete. The TBIPS SA EN578-170432 is incorporated by reference and forms part of this bid solicitation, as though expressly set out in it, subject to any express terms and conditions contained in this bid solicitation. The capitalized terms not defined in this bid solicitation have the meaning given to them in the TBIPS SA.
- g. 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.
- h. The Resource Categories described below are required on an as and when requested basis in accordance the [TBIPS Categories of Personnel Descriptions \(http://www.tpsgc-pwgsc.gc.ca/app-acq/sptb-tbips/categories-eng.html\)](http://www.tpsgc-pwgsc.gc.ca/app-acq/sptb-tbips/categories-eng.html):

Resource Category	Level of Expertise	Estimated Number of Resources Required
A.1. Application/Software Architect	3	1
A.11. Tester	3	1
B.5. Business Process Re-Engineering	3	1
B.6. Business System Analyst	3	1
I.1. Data Conversion Specialist	3	1
I.4. Database Modeller / IM Modeller	3	1
P.1. Change Management Consultant	3	1
P.2. Enterprise Architect	3	1
P.9. Project Manager	3	1
P.10. Project Scheduler	3	1
P.12. Risk Management Specialist	3	1
P.13. Independent IT Project Review Team Leader	3	1
P.14. Independent IT Project Reviewer	3	1
C.3. Information Technology Security Threat and Risk Assessment (TRA) and Certification and Accreditation (C&A) Analyst	3	1
C.16. Privacy Impact Assessment (PIA) Specialist	3	1

1.3 DEBRIEFINGS

After contract award, 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 of receipt of the results of the bid solicitation process. The debriefing may be provided in writing, by telephone or in person.

1.4 EPOST CONNECT SERVICE

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.

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 \(https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual\)](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) issued by Public Works and Government Services Canada (PWGSC).
- 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 (2019-03-04) Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the bid solicitation. If there is a conflict between the provisions of 2003 and this document, this document prevails.
- d. Subsection 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
- e. 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 Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated in the bid solicitation. Bids sent directly to the Contracting Authority will not be considered.
Note: For bidders choosing to submit using epost Connect for bids closing at the Bid Receiving Unit in the National Capital Region (NCR) the email address is:
tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca
Note: Bids will not be accepted if emailed directly to this email address. This email address is to be used to open an epost Connect conversation, as detailed in Standard Instructions 2003, or to send bids through an epost Connect message if the bidder is using its own licensing agreement for epost Connect.
- b. Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail to Public Works and Government Services Canada will not be accepted.

2.3 ENQUIRIES - BID SOLICITATION

- a. All enquiries must be submitted in writing to the Contracting Authority no later than 5 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 questions or may request that the Bidder do so, so that the proprietary nature of the question 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. Information Required

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 with FPS, 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 FPS 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 web sites as part of the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2012-2](http://www.tbs-sct.gc.ca/hgw-cgf/business-affaire/gcp-agc/notices-avis/2012/10-31-eng.asp) (<http://www.tbs-sct.gc.ca/hgw-cgf/business-affaire/gcp-agc/notices-avis/2012/10-31-eng.asp>) and the [Guidelines on the Proactive Disclosure of Contracts](http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14676) (<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14676>).

d. **Work Force Adjustment Directive**

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

If so, the Bidder must provide the following information:

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

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

2.5 APPLICABLE LAWS

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

Note to Bidders: A bidder may, at its 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.

2.6 IMPROVEMENT OF REQUIREMENT DURING SOLICITATION PERIOD

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.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 BID PREPARATION INSTRUCTIONS

a. Epost Connect Bid Submission

- i. If the Bidder chooses to submit its bid electronically, Canada requests that the Bidder submits its bid in accordance with section 08 of the 2003 Standard Instructions. Bidders are required to provide their bid in a single transmission. The epost Connect service has the capacity to receive multiple documents, up to 1GB per individual attachment.
- ii. The bid must be gathered per section and separated as follows:
 - (a) Section I: Technical Bid
 - (b) Section II: Financial Bid
 - (c) Section III: Certifications
 - (d) Section IV: Additional Information (if applicable)

b. Canada requests that bidders provide their bid in separately bound sections as follows :

- i. Section I: Technical Bid (two (2) hard copies) and one (1) soft copy on CD;
- ii. Section II: Financial Bid (one (1) hard copy) and one (1) soft copy on CD
- iii. Section III: Certifications not included in the Technical Bid (two (2) hard copies)

If there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

c. 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) paper;
- 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.
- v. Soft copies will be accepted in any of the following electronic formats:
 - Portable Document Format .pdf
 - Microsoft Word 97/2000 (.doc)
 - Microsoft Excel 97/2000 (.xls)

d. Canada's Policy on Green Procurement: The 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 \(http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html\)](http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html). To assist Canada in reaching its objectives, bidders are encouraged to :

- i. use paper containing fibre certified as originating from a sustainably-managed forest and/or containing minimum 30% recycled content; and
 - ii. use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.
- e. **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 two (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. For the purposes of this Article, regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law (whether that entity is a natural person, corporation, partnership, etc), an entity will be considered to be "related" to a Bidder if:
 - A. they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);
 - B. they are "related persons" or "affiliated persons" according to the *Canada Income Tax Act*;
 - C. the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
 - D. the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.
 - iii. Individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture.
- f. **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 submitted 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

The technical bid consists of the following:

- i. **Bid Submission Form:** Bidders are requested to include the Bid Submission Form - Attachment "1" with their bids. It provides a common form in which bidders can provide information required for evaluation and contract award, such as a contact name, the Bidder's Procurement Business Number, the Bidder's status under the Federal Contractors Program for Employment Equity, 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. **Security Clearance:** Bidders are requested to submit the following security information for each of the proposed resources with their bids on or before the bid closing date:

SECURITY INFORMATION:

Name of individual as it appears on security clearance application form: _____

Level of security clearance obtained: _____

Validity period of security clearance obtained: _____

Security Screening Certificate and Briefing Form file number: _____

If the Bidder has not included the security information in its bid, the Contracting Authority will provide the Bidder with an opportunity to submit the security information during the evaluation period. If the Bidder has not submitted the security information within the period set by the Contracting Authority, its bid will be declared non-responsive.

- iii. **Substantiation of Technical Compliance:**

The technical bid must substantiate the compliance of the bidder and its products and services with the specific requirements of Attachment "2", which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirement(s), but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or product complies 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, 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.

- iv. **For Proposed Resources:** The technical bid must include résumés for the resources as identified in Attachment "2". The same individual must not be proposed for more than one Resource Category. The Technical bid 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:
- A. Proposed resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work
 - B. For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource by the time of bid closing. If the degree, designation or certification was issued by an educational institution outside of Canada, the Bidder must provide a copy of the results of the academic credential assessment and qualification recognition service issued by an agency or organization recognized by the Canadian Information Centre for International Credentials (CICIC).
 - C. For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession or membership throughout the evaluation 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 solicitation. If the entity is not specified, the issuer must be an accredited or otherwise recognized body, institution or entity at the time the document was issued. If the degree, diploma or certification was issued by an educational institution outside of Canada, the Bidder must provide a copy of the results of the academic credential assessment and qualification recognition service issued by an agency or organization recognized by the Canadian Information Centre for International Credentials (CICIC).
 - D. For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal cooperative programme at a post-secondary institution.
 - E. 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 technical bid 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.

- F. For work experience to be considered by Canada, the technical bid 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. 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

v. **Customer Reference Contact Information:**

- A. The Bidder must provide customer references. The customer reference who must each confirm, if requested by Canada the facts identified in the Bidder's bid, as required by Attachment "2".

- B. The form of question to be used to request confirmation from customer references is as follows:

"Has [the Bidder] provided your organization with [describe the services and, if applicable, describe any required time frame within which those services must have been provided]?"

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, the telephone number and e-mail address for a contact person. Bidders are also requested to include the title of the contact person. If there is a conflict between the information provided by the customer reference and the bid, the information provided by the customer reference will be evaluated instead of the information in the bid. If the named individual is unavailable when required during the evaluation period, the Bidder may provide the name and contact information of an alternate contact from the same customer.

3.3 SECTION II: FINANCIAL BID

- a. **Pricing:** Bidders must submit their financial bid in accordance with the Basis of Payment provided in Annex "B" of this bid solicitation. 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 in Canadian dollars in each cell requiring an entry in the pricing tables.
- b. **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.
- c. **Blank Prices:** Bidders are requested to insert "\$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the tables. If the

Bidder leaves any price blank, Canada will treat the price as "\$0.00" for evaluation purposes and may request that the Bidder confirm that the price is, in fact, \$0.00. No Bidder will be permitted to add or change a price as part of this confirmation. Any Bidder who does not confirm that the price for a blank item is \$0.00 will be declared non-responsive.

3.4 SECTION III: CERTIFICATIONS

Bidders are to submit the certifications required under Part 5 that have not been included in the Technical Bid.

3.5 SECTION IV: ADDITIONAL INFORMATION

a. **Bidder's Proposed Site(s) or Premises Requiring Safeguarding Measures**

As indicated in Part 6 under Security Requirements, the Bidder must provide the full address(es) of the Bidder's and proposed individual(s)' site(s) or premises for which safeguarding measures are required for Work Performance.

Street Number / Street Name, Unit / Suite / Apartment Number
City, Province, Territory / State
Postal Code / Zip Code
Country

The Company Security Officer (CSO) must ensure through the Industrial Security Program (ISP) that the Bidder and proposal individual(s) hold a valid security clearance at the required level, as indicated in Part 6 - Security, Financial and Other Requirements.

Bidders are requested to indicate this information on their Bid Submission Form.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 EVALUATION PROCEDURES

- a. Bids will be evaluated 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 Canada 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 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 three (3) working days of a request by the Contracting Authority.
 - iv. **Extension of Time:** If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

4.2 TECHNICAL EVALUATION

- a. **Mandatory Technical Criteria :**

Each bid will be reviewed to determine whether it meets 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 considered non-responsive and be disqualified. The Mandatory evaluation criteria are described in Attachment "2" - Bid Evaluation Criteria.
- b. **Point-Rated Technical Criteria :**

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. The rated requirements are described in Attachment "2" - Bid Evaluation Criteria.
- c. **Reference Checks :**
 - i. If a reference check is performed, Canada will conduct the reference check in writing by e-mail. 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 unless the response is received within 5 working days of the date that Canada's email was sent.

- ii. 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 Bidder will have 24 hours to submit the name of a new contact. That contact will again be given 5 working days to respond once Canada sends its reference check request.
- iii. 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.
- iv. 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.
- v. Whether or not to conduct reference checks is discretionary. However, if Canada 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.

4.3 BASIS OF SELECTION

- a. To be declared responsive, a bid must:
 - i. comply with all the requirements of the bid solicitation; and
 - ii. meet all mandatory criteria; and
 - iii. obtain the required minimum points specified for each criterion for the technical evaluation.
- b. Bids not meeting i.) or ii.) or iii.) will be declared non-responsive.
- c. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 60% for the technical merit and 40% for the price.
- d. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 60%.
- e. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 40%.
- f. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
- g. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrated an example where all three bids are responsive and the selection of the contractor is determined by a 60/40 ratio of technical merit and price, respectively. The total available points equals 135 and the lowest evaluated price is \$45,000 (45).

Basis of Selection - Highest Combined Rating Technical Merit (60%) and Price (40%)

		Bidder 1	Bidder 2	Bidder 3
Overall Technical Score		115/135	89/135	92/135
Bid Evaluated Price		\$55,000.00	\$50,000.00	\$45,000.00
Calculations	Technical Merit Score	$115/135 \times 60 = 51.11$	$89/135 \times 60 = 39.56$	$92/135 \times 60 = 40.89$
	Pricing Score	$45/55 \times 40 = 32.73$	$45/50 \times 40 = 36.00$	$45/45 \times 40 = 40.00$
Combined Rating		83.84	75.56	80.89
Overall Rating		1 st	3 rd	2 nd

PART 5 - CERTIFICATIONS

Bidders must provide the required certifications to be awarded a contract. Canada will declare a bid non-responsive if the required certifications are not completed and submitted in accordance with the articles below.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. 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 Bidders' certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority for additional information will also render the bid non-responsive or constitute a default under the contract.

5.1 CERTIFICATIONS REQUIRED WITH BID

Bidders must submit the following duly completed certification(s) as part of their bid.

a. Declaration of Convicted Offences

As applicable, pursuant to subsection Declaration of Convicted Offences of section 01 of the Standard Instructions, the Bidder must provide with its bid, a completed Declaration Form (<http://www.tpsgc-pwgsc.gc.ca/ci-if/documents/formulaire-form-eng.pdf>), to be given further consideration in the procurement process.

5.2 CERTIFICATIONS PRECEDENT TO CONTRACT AWARD AND ADDITIONAL INFORMATION

The certifications listed below should be completed and submitted with the bid, but may be submitted afterwards. If any of these required certifications is not completed and submitted as requested, the Contracting Authority will so inform the Bidder and provide the Bidder 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 that time period 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" list available from [Employment and Social Development Canada \(ESDC\) - Labour's](http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page) website (http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page).

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"](#) 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"](#) list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed annex 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 annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

5.3 ADDITIONAL CERTIFICATIONS PRECEDENT TO CONTRACT AWARD

a. Professional Services Resources

- i. By submitting a bid, the Bidder certifies that, if it is awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives.

For a contract(s) estimated at \$400K or less ONLY, the following applies:

- A. Following verification from the Contract Authority, should the resulting Contract be awarded within 30 days from the solicitation closing date, the proposed resource must be available to perform the services in accordance with the Contract. If during the verification, the proposed resource is no longer available, the next ranked compliant bidder will be awarded the Contract.
- B. Should the resulting Contract not be awarded within 30 days from the solicitation closing date, and the proposed resource is no longer available to perform the services due to circumstances beyond the control of the bidder, that bidder will have an opportunity to replace the resource with a replacement of equivalent or higher qualifications and experience as determined by the solicitation's evaluation criteria.

- ii. By submitting a bid, the Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.
- iii. If the Bidder has proposed any individual who is not an employee of the Bidder, by submitting a bid, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

b. Certification of Language - English Essential

By submitting a bid, the Bidder certifies that, should it be awarded a contract as result of the bid solicitation, every individual proposed in its bid will be 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.

c. 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. At the date of bid closing, 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 each meet the security requirement as indicated in Part 7 - Resulting Contract Clauses; and
 - iii. the Bidder's proposed location of work performance and document safeguarding must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
 - iv. the Bidder must provide the address(es) of proposed site(s) or premises of work performance and document safeguarding as indicated in Part 3 - Section IV Additional Information.
- b. For additional information on security requirements, bidders should refer to the [Industrial Security Program \(ISP\)](#) of Public Works and Government Services Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.
- c. In the case of a joint venture bidder, each member of the joint venture must meet the security requirements.

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(s)** : Under the Contract, the "**Client**" is Public Services and Procurement Canada.
- c. **Reorganization of Client**: The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- d. **Defined Term** : 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. Also, the following words and expressions have the following meaning:
 - i. Any reference to an Identified User is a reference to the Client.
 - ii. "deliverable" or "deliverables" includes all documentation outlined in this Contract
 - iii. "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 ("TA")

- a. **As and When Requested Task Authorizations**: The Work or a portion of the Work to be performed under the Contract on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- b. **Contractor's Response to Draft Task Authorization**: The Contractor must provide the Technical Authority, within three (3) working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), 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. 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.
- c. **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations**: To be validly issued, a TA must include the following signature(s):

- A. for any TA with a value less than or equal to \$200,000.00 (including Applicable Taxes), the TA must be signed by the Technical Authority; and
- B. for any TA with a value greater than this amount, a TA must be signed by the Technical Authority and the 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 Technical Authority's ability to issue TAs at any time, or reduce the dollar value threshold described in sub-article (A) above; any suspension or reduction notice is effective upon receipt.

d. **Periodic Usage Reports:**

- i. The Contractor must compile and maintain records on its provision of services to the federal government under validly issued TAs issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If any required information is not available, the Contractor must indicate the reason. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The Contractor must submit the periodic usage reports on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.
- ii. The quarterly periods are defined as follows:
 - A. April 1 to June 30;
 - B. July 1 to September 30;
 - C. October 1 to December 31; and
 - D. January 1 to March 31.

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

- iii. Each report must contain the following information for each validly issued TA (as amended):
 - A. the Task Authorization number and the Task Authorization Revision number(s), if applicable;
 - B. a title or a brief description of the 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 TA (applicable taxes extra);
 - E. the total amount (applicable taxes extra) expended to date;
 - F. the start and completion date; and
 - G. the active status, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).
- iv. Each report must also contain the following cumulative information for all the validly issued TAs (as amended):
 - A. the amount (applicable taxes extra) specified in the contract (as last amended, if applicable) as Canada's total liability to the contractor for all validly issued TAs; and
 - B. the total amount, applicable taxes extra, expended to date against all validly issued TA's.

- e. **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. A valid response is one that is submitted within the required time period and meets all requirements of the TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the TA at pricing not exceeding the rates set out in Annex "B". Each time the Contractor does not submit a valid response, the Contractor agrees Canada may at its option decrease the Minimum Contract Value in the clause titled "Minimum Work Guarantee" by 2%. This decrease will be evidenced for administrative purposes only through a contract amendment issued by the Contracting Authority (which does not require the agreement of the Contractor).
- f. **Consolidation of TAs for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TAs for administrative purposes.

7.3 MINIMUM WORK GUARANTEE

- a. In this clause,
 - i. "Maximum Contract Value" means the amount specified in the "Limitation of Expenditure" clause set out in the Contract (excluding Applicable Taxes); and
 - ii. "Minimum Contract Value" means 5 % of the Maximum Contract Value on the date the contract is first issued.
- 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 cost of the Work performed.
- d. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract
 - i. for default.
 - ii. for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
 - iii. for convenience within ten business days of Contract award.

7.4 STANDARD CLAUSES AND CONDITIONS

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

- a. **General Conditions :**

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, unless already present, 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 Revenue 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.

7.5 SECURITY REQUIREMENT

The following Security Requirement Check List (SRCL and related clauses) applies to the Contract.

PWGSC FILE # Common PS SRCL #4

1. The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of **SECRET**, issued by the Canadian Industrial Security Directorate (CISD), Public Services and Procurement Canada (PSPC).
2. The Contractor personnel requiring access to sensitive work site(s) must EACH hold a valid personnel security screening at the level of **SECRET**, granted or approved by CISD/PSPC.
3. Subcontracts which contain security requirements are not to be awarded without the prior written permission of CISD/PSPC.
4. The Contractor must comply with the provisions of the:
 - a. Security Requirement Check List and security guide (if applicable), attached at Annex "C"
 - b. 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 two (2) years after, inclusive; 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 2 additional 6-month period(s) 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 formal contract amendment.

7.7 AUTHORITIES

a. Contracting Authority

The Contracting Authority for the Contract is:

Name : Kristen Ouellette
 Title : Supply Team Leader
 Organization : Public Services and Procurement Canada
 Address : 10 Wellington St, Gatineau, QC K1A 0S5
 Telephone : 613-402-8745
 E-mail address : kristen.ouellette@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. Technical Authority *[To be inserted at time of Contract award]*

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.

c. Contractor's Representative *[To be inserted at time of Contract award]*

The Contractor's Representative for the Contract is:

Name : [_____]
Title : [_____]
Organization : [_____]
Address : [_____]
Telephone : [_____]
Facsimile : [_____]
E-mail address : [_____]

Note to Bidders: The Contractor's Representative, Technical Authority and contact information will be identified at the time of contract award.

7.8 PROACTIVE DISCLOSURE OF CONTRACTS WITH FORMER PUBLIC SERVANTS

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

7.9 PAYMENT

a. Basis of Payment

- i. **Professional Services provided under a Task Authorization with a Firm Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor the firm price set out in the Task Authorization (based on the firm, all-inclusive per diem rates set out in Annex "B"), Applicable taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- ii. **Pre-Authorized Travel and Living Expenses:** Canada will not pay any travel or living expenses associated with performing the Work.
- 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. **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 (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Policy (or equivalent) then in effect, which 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.
- v. **Purpose of Estimates:** All estimated costs contained in the Contract are included solely for the administrative purposes of Canada and do not represent a commitment on the part of Canada to purchase services in these amounts. Any commitment to purchase specific amounts or values of services are described elsewhere in the Contract.

b. Limitation of Expenditure - Cumulative Total of all Task Authorizations

- i. Canada's total liability to the Contractor under the Contract for all authorized Task Authorizations (TAs), inclusive of any revisions, must not exceed the sum set out on page 1 of the Contract. Customs duties are included and applicable taxes are extra.
 - 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. four (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. Provision of such information by the Contractor 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. **Method of Payment for Task Authorizations with a Firm Price - Lump Sum Payment on Completion :** Canada will pay the Contractor upon completion and delivery of all the Work associated with the Task Authorization in accordance with the payment provisions of the Contract if :
 - i. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
 - ii. all such documents have been verified by Canada;
 - iii. the Work delivered has been accepted by Canada.
- 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 Contract 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 twelve-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 (5) 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 Minimum Availability Level :** In addition to any other rights it has under the Contract, Canada may terminate the Contract for default by giving the Contractor 3 months' written notice of its intent, if any of the following apply :
 - 1. the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or
 - 2. the corrective measures required of the Contractor described above are not met.

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

- ii. **Credits Apply during Entire Contract Period:** The Parties agree that the credits apply throughout the Contract Period.
- iii. **Credits represent Liquidated Damages:** The Parties agree that the credits are liquidated damages and represent their best pre-estimate of the loss to Canada in the event of the applicable failure. No credit is intended to be, nor will it be construed as, a penalty.
- iv. **Canada's Right to Obtain Payment:** The Parties agree that these credits are a liquidated debt. To collect the credits, Canada has the right to hold back, draw back, deduct or set off from and against any money Canada owes to the Contractor from time to time.
- v. **Canada's Rights & Remedies not Limited :** The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the Contract (including the right to terminate the Contract for default) or under the law generally.
- vi. **Audit Rights:** The Contractor's calculation of credits under the Contract is subject to verification by government audit, at the Contracting Authority's discretion, before or after payment is made to the Contractor. The Contractor must cooperate fully with Canada during the conduct of any audit by providing Canada with access to any records and systems that Canada considers necessary to ensure that all credits have been accurately credited to Canada in the Contractor's invoices. If an audit demonstrates that past invoices contained errors in the calculation of the credits, the Contractor must pay to Canada the amount the audit reveals was required to be credited to Canada, plus interest, from the date Canada remitted the excess payment until the date of the refund (the interest rate is the Bank of Canada's discount annual rate of interest in effect on the date the credit was first owed to Canada, plus 1.25% per year). If, as a result of conducting an audit, Canada determines that the Contractor's records or systems for identifying, calculating or recording the credits are inadequate, the Contractor must implement any additional measures required by the Contracting Authority.

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

- i. Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed,

Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.

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

7.10 INVOICING INSTRUCTIONS

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

7.11 CERTIFICATIONS

- a. Compliance with the certifications provided by the Contractor in its bid or any TA quotation is a condition of the Contract and subject to verification by Canada during the entire Contract Period. If the Contractor does not comply with any certification or it is determined that any certification made by the Contractor is untrue, whether made knowingly or unknowingly, Canada has the right, under the default provision of the Contract, to terminate the Contract for default.

7.12 FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY - DEFAULT BY CONTRACTOR

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and 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](http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.202131537.154425323.1406223033)" list (http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.202131537.154425323.1406223033). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.13 APPLICABLE LAWS

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in the province _____. *(To be inserted at contract award)*

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. General Conditions 2035 (2018-06-21);
- c. Annex "A", Statement of Work- Annex "A" including its Appendices as follows;
 - i. Appendix A to Annex "A" - Task Authorization (TA) Form;
 - ii. Appendix B to Annex "A" - Certifications at the TA stage
- d. Annex "B", Basis of Payment;
- e. Annex "C", Security Requirements Check List;
- f. the signed Task Authorizations including any required Certifications;
- g. the Contractor's bid dated [_____] *[insert date of bid]*, as clarified on "or" as amended, if applicable. *(To be inserted at contract award)*

7.15 FOREIGN NATIONALS (CANADIAN CONTRACTOR)

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

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

7.16 FOREIGN NATIONALS (FOREIGN CONTRACTOR)

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

7.17 INSURANCE REQUIREMENTS

A. Compliance with Insurance Requirements

1. 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.
2. 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.
3. 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

1. 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.
2. 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 Insured: 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

1. 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.
2. 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.
3. The following endorsement must be included:

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

7.18 LIMITATION OF LIABILITY - INFORMATION MANAGEMENT/INFORMATION TECHNOLOGY

- a. This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.
- b. **First Party Liability :**
 - i. The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to :
 - A. any infringement of intellectual property rights to the extent the Contractor breaches the section of the general conditions entitled "Intellectual Property Infringement and Royalties";
 - B. physical injury, including death.
 - ii. The Contractor is liable for all direct damages 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 in any way relating to the Contract, including :
 - 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 paragraph (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 backup kept by Canada. Canada is responsible for maintaining an adequate backup 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, 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 paragraph (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 paragraph c.

7.19 JOINT VENTURE

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

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

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

7.20 PROFESSIONAL SERVICES - GENERAL

- a. The Contractor must provide professional services on request as specified in this contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, and 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 Section titled "Replacement of Specific Individuals" is deleted and the following applies instead:

Replacement of Specific Individuals

- 1. 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 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.
- 2. 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 for default under Section titled "Default of the Contractor", or
 - b. assess the information provided under (c) (1) above or, if it has not yet been provided, require the Contractor propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that meet 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 (2) (a) above, or require another replacement in accordance with this sub article (c).

Where an Excusable Delay applies, Canada may require (c) (2) (b) above instead of terminating under the "Excusable Delay" Section. 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.

3. The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that a 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 that a resource stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
4. The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

7.21 SAFEGUARDING ELECTRONIC MEDIA

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

7.22 REPRESENTATIONS AND WARRANTIES

The Contractor made statements regarding its own and its proposed resources experience and expertise in its bid that resulted in the award of the Contract and 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, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

7.23 ACCESS TO CANADA'S PROPERTY AND FACILITIES

Canada's property, facilities, equipment, documentation, and personnel are not automatically available to the Contractor. If the Contractor would like access to any of these, it is responsible for making a request to the 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.

7.24 GOVERNMENT PROPERTY

Canada agrees to supply the Contractor with the items listed below (the "Government Property"). The section of the General Conditions entitled "Government Property" also applies to the use of the Government Property by the Contractor.

The list of Government Property can be found in Section 4 of the Annex, "A", Statement of Work.

7.25 IDENTIFICATION PROTOCOL RESPONSIBILITIES

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

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

ANNEX "A"

STATEMENT OF WORK

1 SUMMARY

Public Services and Procurement Canada's (PSPC) Departmental Oversight Branch (DOB) is responsible for the Industrial Security Sector (ISS). The ISS has undertaken a project, the Industrial Security System Transformation (ISST) project, to revitalize the business systems currently supporting the ISS programs.

PSPC has requirements for various Resources in different technical roles (See Table 1) to assist in the implementation of the ISST solution. The detailed requirements for each specific Resource is described in the corresponding sections.

2 BACKGROUND

PSPC's ISS administers both the Contract Security Program (CSP) and the Controlled Goods Program (CGP). The CSP maintains security within Government of Canada (GC) contracts where the CGP regulates access and transfer of controlled information and assets within Canada.

The ISS has undertaken a project, the Industrial Security System Transformation (ISST) project, to revitalize the business systems currently supporting the ISS programs. The ISST project intends to:

- 1) Consolidate multiple systems currently being used into one multi-functional solution;
- 2) Simplify the user experience by providing an easy to use interface, allowing for complete application submission with supporting documentation;
- 3) Provide self-service options for an improved overall user experience;
- 4) Business Process Re-engineering to consolidate and streamline processes to reduce redundancy and unnecessary steps;
- 5) Automate processes where possible;
- 6) Eliminate paper based activities where possible;
- 7) Allow for customized reporting
- 8) Flexible system updating to better align with changing business needs;
- 9) Provide a direct communication line to stakeholders to respond and track client service requests; and
- 10) Deliver consistent customer service.

Table 1 Summary of Resource Requirements

Resource Category	Level of Expertise	Estimated Average Number of Required Resources Per Year	Estimated Effort (days)
A. 1. Application/Software Architect	Level 3	1	140
A. 11. Tester	Level 3	1	160

Resource Category	Level of Expertise	Estimated Average Number of Required Resources Per Year	Estimated Effort (days)
B. 5. Business Process Re-Engineering Consultant	Level 3	1	60
B. 6. Business System Analyst	Level 3	1	210
I. 1. Data Conversion Specialist	Level 3	1	100
I. 4. Database Modeller / IM Modeller	Level 3	1	80
P. 1. Change Management Consultant	Level 3	1	120
P. 2. Enterprise Architect	Level 3	1	60
P. 9. Project Manager	Level 3	1	120
P. 10 Project Scheduler	Level 3	1	140
P. 12 Risk Management Specialist	Level 3	1	180
P. 13. Independent IT Project Review Team Leader	Level 3	1	60
P. 14. Independent IT Project Review	Level 3	1	60
C. 3. Information Technology Security Threat and Risk Assessment (TRA) and Certification and Accreditation (C&A) Analyst	Level 3	1	120
C. 16. Privacy Impact Assessment (PIA) Specialist	Level 3	1	120

3 LANGUAGE OF WORK

The Contractor must provide all services delivered under the Contract in English.

The Contractor must provide resources that are able to communicate orally and in writing for all services delivered under the Contract in English, without assistance and with minimal effort.

4 LOCATION OF WORK

The Consultant(s) will be required to work on-site at the 2745 Iris Street, Ottawa, Ontario. Some tasking, with PSPC's direction and approval, may be conducted at the Contractor's premises or other off-site locations.

5 WORK ENVIRONMENT

The BSMTD may provide the following information, materials and assistance to the Consultant(s) in the delivery of services:

- 1) Office space and office equipment available for the work to be performed;
- 2) On-site equipment / services (computer, keyboard and monitor);
- 3) Software applications as provided by PSPC for the sole purpose of providing the services associated with this contract.
- 4) Access to ISST PMO personnel and ISST project stakeholders as required;
- 5) The latest versions of all ISST project documentation as identified and deemed necessary; and
- 6) Other information, assistance and support as appropriate.

6 REQUIREMENT

The ISST PMO has a requirement for the provision of project management, change management and oversight professional services on an “as requested” basis.

6.1 RESOURCE CATEGORY SPECIFIC REQUIREMENTS

The following subsections describe the categories of resources that the ISST PMO anticipates requiring and outlines the basic responsibilities for each of the categories.

6.1.1 A.1. APPLICATION / SOFTWARE ARCHITECT – LEVEL 3

The PSPC has a requirement for one (1) Application/Software Architect, Level 3 to support the development of the solution for the ISST project.

The requirement for the Application / Software Architect is to assist PSPC in providing leadership and expertise in architecture, design, integration and implementation within the ISST environment. The Resource will work closely with the ISST PMO to define and execute IT strategies, solution architecture, service-oriented architecture and integration approaches. The Resource will report to the ISST Project Manager and all deliverables are subject to review and approval by the Project Authority.

The Application/Software Architect (Level 3) tasks and deliverables include, but are not limited to:

- 1) Provide analysis, summaries or recommendations to the ISST proposed solution’s documentation and deliverables to ensure alignment with the requirements as found in the ISST Statement of Work;
- 2) Provide analysis, summaries or recommendations of the ISST proposed solution’s technical components, to ensure alignment with the requirements as found in the ISST Statement of Work;
- 3) Provide feedback and recommendations based on analytical findings, which should include, but are not limited to, identified gaps, opportunities for improvement, constraints and risks;
- 4) Provide analysis, summaries and recommendations of the ISST solution architecture;
- 5) Provide guidance to and assist with prototype design and review to ensure alignment with ISST business requirements;
- 6) Identify opportunities to reuse enterprise technology services and standards;
- 7) Provide feedback and recommendations of the ISST security architecture;
- 8) Ensure that service designs adhere to TBS and Industry standards, principles and governance processes;

- 9) Interact with external contacts (e.g., legacy application users and managers) to identify/understand external activities related to systems integration;
- 10) Provide advice and guidance to the Project Manager with regard to the ISST proposed solution;
- 11) Assist in developing and presenting various project status updates as well as other project deliverables as specified by the Project Authority;
- 12) Authoring, editing and ensuring quality assurance of documentation;
- 13) Submit status reports using MS Office on a monthly basis, including one electronic copy of the deliverables to the Project Authority;
- 14) Transfer functional and technical knowledge to the project team and/or client staff through individual and group training, demonstrations and written instructions/documents one month prior to contract end;
- 15) Perform on going risk assessment and analysis;
- 16) Analyze and evaluate alternative technology solutions to meet business problems;
- 17) Monitor industry trends to ensure that solutions fit with government and industry directions for technology;
- 18) Analyze functional requirements to identify information, procedures and decision flows;
- 19) Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary; and
- 20) Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems.

Primary specialties include but are not limited to:

- 1) MS Dynamics

6.1.2 A.11. TESTER – LEVEL 3

The PSPC has a requirement for one (1) Tester, Level 3 to support the testing of the solution for the ISST project. With the consolidation of the current legacy business systems into a single unified solution, the ISST Project will require that the new application software is effectively and efficiently designed, produced and tested.

The requirement for the Tester is to assist PSPC in providing leadership and expertise in all aspects of testing the ISST solution. The Resource will work closely with the ISST PMO and will report to the ISST Project Manager. All deliverables are subject to review and approval by the Project Authority.

The Tester (Level 3) tasks and deliverables include, but are not limited to:

- 1) Provide analysis, summaries or recommendations to the ISST proposed solution's documentation and deliverables to ensure alignment with the requirements as found in the ISST Statement of Work;
- 2) Provide analysis, summaries or recommendations of the ISST proposed solution's technical components, to ensure alignment with the requirements as found in the ISST Statement of Work;

- 3) Provide feedback and recommendations based on analytical findings, which should include, but are not limited to, identified gaps, opportunities for improvement, constraints and risks;
- 4) Provide advice, guidance and coordination efforts for test strategies and plans, selection of automated testing tools, and identification of resources required for testing.
- 5) Support briefing activities relating to the ISST proposed solution including, but not limited to the drafting of presentations and/or presentation slides, support materials for briefing notes, speaking notes for in person presentations;
- 6) Report on testing progress of the solution on a monthly basis;
- 7) Assist the ISST PMO with solution test planning and coordination;
- 8) Management and monitoring of test plans for all levels of testing;
- 9) Management of walkthroughs and reviews related to testing and implementation readiness;
- 10) Status reporting on testing and testing activities;
- 11) Development of test scenarios and test scripts;
- 12) Establishing software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures;
- 13) Establishing and operating "interoperability" testing procedures to ensure that the interaction and co-existence of various software elements, which are proposed to be distributed on the common infrastructure, conform to appropriate departmental standards (e.g. For performance, compatibility, etc.) and have no unforeseen detrimental effects on the shared infrastructure; and
- 14) Establishing a validation and verification capability which assumes functional and performance compliance; and
- 15) Document and report on discovered deficiencies as a result of testing activities.

Specialties could include but are not limited to:

- 1) MS Dynamics

6.1.3 B.5. BUSINESS PROCESS RE-ENGINEERING CONSULTANT – LEVEL 3

The PSPC has a requirement for one (1) Business Process Re-engineering Consultant, Level 3 to support the ISST's business process re-engineering (BPR) activities.

The introduction of a new system represents an opportunity to revisit, rationalize, streamline and improve the delivery of the services offered by both programs. A thorough analysis of existing processes and procedures is required in order to propose leaner, faster, consolidated processes that yield tangible and measurable efficiencies. The Resource will assist in facilitating the BPR analytic activities. The Resource will report to the ISST Project Manager and all deliverables are subject to review and approval by the Project Authority.

The Business Process Re-engineering Consultant (Level 3) tasks and deliverables include, but are not limited to:

- 1) Provide analysis, summaries or recommendations to the ISST proposed solution's documentation and deliverables to ensure alignment with the requirements as found in the ISST Statement of Work;
- 2) Provide analysis, summaries or recommendations of the ISST proposed solution's technical components, to ensure alignment with the requirements as found in the ISST Statement of Work;
- 3) Provide feedback and recommendations based on analytical findings, which should include, but are not limited to, identified gaps, opportunities for improvement, constraints and risks;
- 4) Provide advice and guidance to the Project Manager with regard to the ISST proposed solution as it relates to business process re-engineering;
- 5) Support briefing activities relating to the ISST proposed solution including, but not limited to the drafting of presentations and/or presentation slides, support materials for briefing notes, speaking notes for in person presentations;
- 6) Submit status reports using MS Office on a monthly basis, including one electronic copy of the deliverables to the Project Authority;
- 7) Transfer functional and technical knowledge to the project team and/or client staff through individual and group training, demonstrations and written instructions/documents one month prior to contract end;
- 8) Review existing work processes and organizational structure;
- 9) Provide analysis of business functional requirements to identify information, procedures and decision flows;
- 10) Review proposed ISST re-engineered business processes to ensure accuracy and provide a report with findings and recommendations to the Project Authority;
- 11) Provide expert advice in defining new requirements and opportunities for applying efficient and effective solutions;
- 12) Provide expert advice in developing and integrating process and information models between processes to eliminate information and process redundancies;
- 13) Analyze business functional requirements to identify information, procedures and decision flows to ensure accuracy in proposed ISST re-engineered business processes;
- 14) Identify organizational and/or project business opportunities for improvement and streamlining of business processes;
- 15) Document recommendations and providing advice for improvements and assisting in developing solutions, scenarios and implementing recommendations; and
- 16) Facilitate a **Joint Application Development (JAD)** session and acting as facilitator during workshops.

6.1.4 B.6. BUSINESS SYSTEM ANALYST – LEVEL 3

The PSPC has a requirement for one (1) Business System Analyst, Level 3 to support the development of the solution for the ISST project.

The requirement for a Business System Analyst (Level 3) is to assist the PSPC with business system analysis activities. The Resource will work closely with the ISST PMO to define business requirements and facilitate these activities as they relate to the ISST project. The Resource will report to the ISST Project Manager and all deliverables are subject to review and approval by the Project Authority.

The Business System Analyst (Level 3) tasks and deliverables include, but are not limited to:

- 1) Provide analysis, summaries or recommendations to the ISST proposed solution's documentation and deliverables to ensure alignment with the requirements as found in the ISST Statement of Work;
- 2) Provide analysis, summaries or recommendations of the ISST proposed solution's technical components, to ensure alignment with the requirements as found in the ISST Statement of Work;
- 3) Provide feedback and recommendations based on analytical findings, which should include, but are not limited to, identified gaps, opportunities for improvement, constraints and risks;
- 4) Provide advice and guidance to the Project Manager with regard to the ISST proposed solution;
- 5) Assist in developing and presenting various project status updates as well as other project deliverables as specified by the Project Authority;
- 6) Assist in the authoring, editing and ensuring quality assurance of project documentation;
- 7) Transfer functional and technical knowledge to the project team and/or client staff through individual and group training, demonstrations and written instructions/documents one month prior to contract end;
- 8) Perform on going risk assessment and analysis and will report identified risks with potential mitigation to the Project Authority for consideration;
- 9) Perform business analysis of functional requirements to identify information, procedures, and decision flows;
- 10) Evaluate existing procedures and methods, identify and document items such as database content, structure and application subsystems;
- 11) Identify opportunities for organizational improvement;
- 12) Assist in the review of proposed re-engineered business processes to ensure business requirements are satisfied;
- 13) Analyze and recommend alternatives and options for solutions; and
- 14) Assist in the development of business requirements and technical specifications for systems development, design and implementation of approved alternatives and solution options.

6.1.5 I.1. DATA CONVERSION SPECIALIST – LEVEL 3

The PSPC has a requirement for one (1) Data Conversion Specialist, Level 3 to support the conversion and migration of data from the current ISS legacy business systems into the ISST solution.

The requirement for the Data Conversion Specialist is to assist PSPC in providing leadership and expertise in the conversion and migration of data as it relates to the ISST project. The Resource will work

closely with the ISST PMO to identify data requirements, identify appropriate data to migrate and assist with the cleansing of data in preparation for migration into the ISST solution. The Resource will report to the ISST Project Manager and all deliverables are subject to review and approval of the Project Authority.

The Data Conversion Specialist (Level 3) tasks and deliverables include, but are not limited to:

- 1) Provide analysis, summaries or recommendations to the ISST proposed solution's documentation and deliverables to ensure alignment with the requirements as found in the ISST Statement of Work;
- 2) Provide analysis, summaries or recommendations of the ISST proposed solution's technical components, to ensure alignment with the requirements as found in the ISST Statement of Work;
- 3) Provide feedback and recommendations based on analytical findings, which should include, but are not limited to, identified gaps, opportunities for improvement, constraints and risks;
- 4) Support briefing activities relating to the ISST proposed solution including, but not limited to the drafting of presentations and/or presentation slides, support materials for briefing notes, speaking notes for in person presentations;
- 5) Complete an analysis of existing legacy data, both structured and unstructured data, to identify key data elements to satisfy business needs;
- 6) Present analysis findings to the Project Authority with recommendations on appropriate data elements that are required with a strategy on how to clean the data in preparation for migration. Data cleansing is considered to involve, correction of inconsistent data as well as elimination of unnecessary data;
- 7) Develop and maintain data dictionaries;
- 8) Develop a data conversion strategy;
- 9) Define database conversion specifications;
- 10) Review defined database structures of the ISST solution;
- 11) Identify requirements for improvements to database(s) by determining users' information requirements and system performance and functional requirements;
- 12) Mediate and resolve conflicts among users' need for data;
- 13) Provide recommendations on efficient use of data;
- 14) Assist in the review of proposed data conversion and data migration processes to ensure business requirements are satisfied;
- 15) Analyze and recommend alternatives and options for data conversion and data migration solutions; and
- 16) Assist in the development of business requirements and technical specifications for approved data alternatives and solution options.

6.1.6 I.4. DATABASE MODELLER / IM MODELLER – LEVEL 3

The PSPC has a requirement for one (1) Database modeller, Level 3 to support the conversion and migration of data from the current ISS legacy business systems into the ISST solution.

With the consolidation of the current legacy business systems into a single unified solution, the ISST project will require the data analysis and data conversion from said legacy business systems into the new solution. To facilitate these data migration and conversion activities, a Database Modeller / Information Management Modeller (Level 3) is required. The Resource will work closely with the ISST PMO to provide expertise in data modelling, strategies and best practices. The Resource will report to the ISST Project Manager and all deliverables are subject to review and approval by the Project Authority.

The Database Modeller / IM Modeller (Level 3) tasks and deliverables include, but are not limited to:

- 1) Provide analysis, summaries or recommendations to the ISST proposed solution's documentation and deliverables to ensure alignment with the requirements as found in the ISST Statement of Work;
- 2) Provide analysis, summaries or recommendations of the ISST proposed solution's technical components, to ensure alignment with the requirements as found in the ISST Statement of Work;
- 3) Provide feedback and recommendations based on analytical findings, which should include, but are not limited to, identified gaps, opportunities for improvement, constraints and risks;
- 4) Support briefing activities relating to the ISST proposed solution including, but not limited to the drafting of presentations and/or presentation slides, support materials for briefing notes, speaking notes for in person presentations;
- 5) Have both strategic and tactical responsibility for developing and maintaining the Architecture and Data Models for corporate and project specific initiatives. This responsibility includes the identification of data most valuable to the department, the integration of this data, and the development of core relating data models. The resulting data models will be based on data architecture and modeling design principles and tenets;
- 6) Review and provide recommendations on ISST Logical Data Models;
- 7) Analyze proposed changes to databases from the context of the Logical Data Model;
- 8) Provide technical expertise in the use and optimization of data modeling techniques to team members;
- 9) Provide technical assistance, guidance and direction in terms of data analysis and modeling to team members;
- 10) Provide assistance to project team and business users relating to data issues and data analysis concepts;
- 11) Participate in the development of data modeling and metadata policies and procedures;
- 12) Participate in data analysis as a result of new/updated requirements;
- 13) Analyze and evaluate alternative data architecture solutions to meet business problems/requirements to be incorporated into the corporate data architecture;

- 14) Review corporate architecture strategies and directions, data requirements, and business information needs and devise data structures to support them;
- 15) Improve modeling efficiency through recommendations on how to better utilize current metadata repositories;
- 16) Participate in data architecture refinement;
- 17) Review and provide recommendations on data access strategies;
- 18) Assist in the review of proposed data conversion and data migration processes to ensure business requirements are satisfied;
- 19) Analyze and recommend alternatives and options for data conversion and data migration solutions; and
- 20) Assist in the development of business requirements and technical specifications for approved data alternatives and solution options.

6.1.7 P.1. CHANGE MANAGEMENT CONSULTANT – LEVEL 3

The PSPC has a requirement for one (1) Change Management Consultant, Level 3 to support change management activities as it relates to the ISST project.

With the consolidation of the current legacy business systems into a single unified solution, the ISST Project will require support to transition from current to future state. The Resource will be required to work closely with the ISST PMO providing advice, guidance and coaching to build project capacity to make effective use of change management strategies and related tools. The Resource will report to the ISST Project Manager and all deliverables are subject to review and approval by the Project Authority.

The Change Management Consultant (Level 3) tasks and deliverables include, but are not limited to:

- 1) Provide analysis, summaries or recommendations to the ISST proposed solution's documentation and deliverables to ensure alignment with the requirements as found in the ISST Statement of Work;
- 2) Provide analysis, summaries or recommendations of the ISST proposed solution's technical components, to ensure alignment with the requirements as found in the ISST Statement of Work;
- 3) Provide feedback and recommendations based on analytical findings, which should include, but are not limited to, identified gaps, opportunities for improvement, constraints and risks;
- 4) Support briefing activities relating to the ISST proposed solution including, but not limited to the drafting of presentations and/or presentation slides, support materials for briefing notes, speaking notes for in person presentations;
- 5) Participate in change impact analysis and change management activities;
- 6) Assist with the development of business "critical success factors" and of performance measurement/evaluation frameworks;
- 7) Review and analysis of change management strategies, plans, framework;

- 8) Participate in and provide recommendations regarding organizational realignment (job re-design organizational re-structuring);
- 9) Review and provide recommendations on the ISST project's change management tools and risks;
- 10) Provide communications consultation advice to support strategic communications initiatives and strategies;
- 11) Provide feedback and recommendation on developed training and information sessions;
- 12) Provide feedback and recommendations on change readiness assessments in order to plan and carry out a change management strategy; and
- 13) Evaluate the effectiveness of the change management initiative.

Specialties could include but are not limited to:

- 1) MS Dynamics
- 2) Digital Transformation

6.1.8 P.2. ENTERPRISE ARCHITECT – LEVEL 3

The PSPC has a requirement for one (1) Enterprise Architect, Level 3 to support the development of the solution for the ISST project.

The requirement for the Enterprise Architect is to assist PSPC in effectively achieving its current and future objectives. The Resource will work closely with the ISST PMO providing advice and guidance pertaining to enterprise architecture activities. The Resource will report to the ISST Project Manager and all deliverables are subject to review and approval by the Project Authority.

The Enterprise Architect (Level 3) tasks and deliverables include, but are not limited to:

1. Provide analysis, summaries or recommendations to the ISST proposed solution's documentation and deliverables to ensure alignment with the requirements as found in the ISST Statement of Work;
2. Provide analysis, summaries or recommendations of the ISST proposed solution's technical components, to ensure alignment with the requirements as found in the ISST Statement of Work;
3. Provide feedback and recommendations based on analytical findings, which should include, but are not limited to, identified gaps, opportunities for improvement, constraints and risks;
4. Support briefing activities relating to the ISST proposed solution including, but not limited to the drafting of presentations and/or presentation slides, support materials for briefing notes, speaking notes for in person presentations;
5. Evaluate the enterprise's business/Information and Communications Technology (ICT) architecture, determine its consistency and integration with the organization's business/ICT strategies, assess the degree of its alignment with Treasury Board CIO Business Transformation

- Enablement Program (BTEP) and Federated Architecture Program (FAP) and recommend changes to the business/ICT architecture to improve its alignment with these external factors;
6. Identify future business/ICT requirements against the current enterprise architecture, perform gaps analyses, develop Requirements for Technology Architectures (RTA), and prepare migration strategies;
 7. Assess the feasibility of migrating from the current state to the target business architecture and enabling technologies and identify the risks associated with migrating to the target business architecture and technologies and make recommendations for risk mitigation;
 8. Identify business and technology trends that create opportunities for business improvement, advise business and ICT Senior Executives on ICT trends and emerging technologies and the impact on the organization's and government ICT architectures and business strategies, model "What if" scenarios and recommend appropriate changes to the existing architecture and ICT infrastructure, and recommend alternative solutions, methodologies and strategies; and
 9. Evaluate target business architecture and technologies, perform gap analyses and develop recommendations on how to achieve business and application requirements.

6.1.9 P.9. PROJECT MANAGER – LEVEL 3

The PSPC has a requirement for one (1) Project Manager, Level 3 to support the planning and execution of the ISST project.

The requirement for the Project Manager is to assist the PSPC in providing leadership and expertise in all facets of a project with an IT component, such as the ISST project. The Resource will work closely with the ISST PMO in day to day planning and reporting, and deliverable identification based on industry best practices. The Resource will report to the ISST Project Manager and all deliverables are subject to review and approval by the Project Authority.

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

- 1) Assist with the management of 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;
- 2) Formulate statements of problems; establishes procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof;
- 3) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;
- 4) Meet in conference with stakeholders and other project managers and state problems in a form capable of being solved;
- 5) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems;
- 6) Assist in planning and coordinating project management activities;
- 7) Provide briefings on progress and concerns of project;

- 8) Assist in coordinating and preparing documentation in response to scheduled and unscheduled reports, returns and observations to update management on project progress;
- 9) Assist in preparing formal work breakdown structure and compliance charts;
- 10) Assist in developing, planning, analyzing, evaluating and prioritizing deliverables and requirements;
- 11) Assist in defining and documenting development team objectives;
- 12) Monitor the design, implementation and operations startup of the project against established goals, objectives and milestones;
- 13) Assist in managing project plans by defining deliverables, identifying key milestones, reviewing project progress, and engaging in ongoing risk management;
- 14) Assist in coordinating and directing project team(s) in order to meet project objectives for content, quality, costs, and schedules; and
- 15) Assist in conducting post project reviews/lessons learned.

6.1.10 P.10. PROJECT SCHEDULER – LEVEL 3

The PSPC has a requirement for one (1) Project Scheduler, Level 3 to support the scheduling and monitoring of ISST project activities and deliverables.

The requirement for the Project Scheduler is to assist the PSPC in providing leadership and expertise in all facets of a project scheduling and scheduling monitoring. The Resource will work closely with the ISST PMO in day to day planning and reporting, and deliverable identification based on industry best practices. The Resource will report to the ISST Project Manager and all deliverables are subject to review and approval by the Project Authority.

The Project Scheduler (Level 3) tasks and deliverables include, but are not limited to:

- 1) Assist with the development and support of project schedules;
- 2) Develop and maintain Work Breakdown Structures in accordance with ISST project activities and deliverables;
- 3) Analyze and report on the ISST project schedules identifying scheduling and/or dependency issues;
- 4) Conduct and provide analysis of the ISST projects critical path;
- 5) Assist the ISST PMO with co-ordination of scheduling activities with both internal and external project stakeholders;
- 6) Meet in conference with stakeholders and other project managers to inform on potential ISST scheduling problems;
- 7) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems;
- 8) Provide briefings on progress and concerns of project;
- 9) Assist in coordinating and preparing documentation in response to scheduled and unscheduled reports, returns and observations to update management on project progress; and
- 10) Participate where required in post project reviews/lessons learned.

Specialties could include but are not limited to:

- 1) MS Project

6.1.11 P.12. RISK MANAGEMENT SPECIALIST – LEVEL 3

The PSPC has a requirement for one (1) Risk Management Specialist, Level 3 to support identification, monitoring and resolution of ISST project risks.

The requirement for the Risk Management Specialist is to assist the PSPC in providing leadership and expertise in all facets of project risk management. The Resource will work closely with the ISST PMO in day to day identification, documenting and reporting of project risks. The Resource will report to the ISST Project Manager and all deliverables are subject to review and approval by the Project Authority.

The Risk Management Specialist (Level 3) tasks and deliverables include, but are not limited to:

- 1) Conduct risk assessments and report on identified project risks;
- 2) Provide briefings to the Project Authority on identified risks with recommendations on alternative solutions, methods and strategies for risk mitigation and management.
- 3) Review and update the ISST Project's risk registry for the purpose of recording, prioritizing and tracking of identified project risks;
- 4) Analyze and provide recommendations on the ISST Risk Management Strategy/Plan;
- 5) Collect and consolidate risks that are identified by the ISST project's various stakeholders to create a centralized risk repository;
- 6) Assist with the implementation of Risk Management Plans to identify, analyze, plan, track and control project risks throughout the projects life cycle;
- 7) Coach, mentor and train the ISST PMO in risk management techniques and best practices;
- 8) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems;
- 9) Provide briefings on progress and concerns of project; and
- 10) Participate in project reviews/lessons learned.

6.1.12 P.13. INDEPENDENT IT PROJECT REVIEW TEAM LEAD – LEVEL 3

The PSPC has a requirement for one (1) Independent IT Project Review Team Lead, Level 3 to lead the independent review of the ISST project.

With the consolidation of the current legacy business systems into a single unified solution, the ISST Project will require independent project reviews in accordance with Treasury Board Secretariat's project methodology. The Resource will work closely with the ISST PMO in performing the ISST project's independent reviews. The Resource will report to the ISST Project Manager and all deliverables are subject to review and approval by the Project Authority.

The Independent IT Project Review Team Lead (Level 3) tasks and deliverables include, but are not limited to:

1. Develop the review plan, monitor progress and ensure adherence to the plan;
2. Conduct the review in accordance with Treasury Board Secretariat's methodology and guidelines as outlined in [The Independent Reviewer's Handbook](#) and the associated [Review Topics for Enquiry](#);
3. Assign and delegate work to the independent IT project reviewers on the team;
4. Advise independent IT project reviewers and/or review sponsors regarding review activities, processes and requirements, as required;
5. Liaise between the team and the review sponsor and resolve any project review issues with the review sponsor;
6. Provide the review sponsor with status updates;
7. Ensure that independent project reviewers work effectively as a team and achieve consensus on how to report issues;
8. Organize and Conduct and/or chair independent project review team meetings;
9. Conduct interviews/workshops with senior management;
10. Integrate reviewer findings;
11. Lead the development of conclusions and recommendations;
12. Lead the development of IT project review presentations;
13. Deliver the review presentation/report ;
14. Perform quality assurance on deliverables;
15. Conduct a review post-mortem and lessons-learned analysis, and share the findings with the review sponsor; and
16. Provide feedback and input, as required, to the Treasury Board Secretariat Chief Information Officer Branch in order to improve these processes.

6.1.13 P.14. INDEPENDENT IT PROJECT REVIEWER – LEVEL 3

The PSPC has a requirement for one (1) Independent IT Project Reviewer, Level 3 to perform the independent review of the ISST project.

With the consolidation of the current legacy business systems into a single unified solution, the ISST Project will require independent project reviews in accordance with Treasury Board Secretariat's project methodology. An Independent IT Project Reviewer will be required to facilitate these activities, working with the Independent IT Project Review Team Leader. The Independent IT Project Reviewer will work closely with the ISST PMO to complete the ISST project's independent reviews. The Resource will report to the ISST Project Manager and all deliverables are subject to review and approval by the Project Authority.

The Independent IT Project Reviewer (Level 3) tasks and deliverables include, but are not limited to:

- 1) Report to the independent IT project review team leader;

- 2) Support the independent project review team leader activities, as required;
- 3) Perform the review work in accordance with Treasury Board Secretariat's methodology and guidelines as outlined in [The Independent Reviewer's Handbook](#) and the associated [Review Topics for Enquiry](#);
- 4) Prepare and/or Review documentation;
- 5) Attend group presentations and demonstrations;
- 6) Conduct interviews/workshops;
- 7) Assess and validate findings;
- 8) Analyze and develop conclusions and recommendations;
- 9) Integrate findings and recommendations with the results of the other team members (if applicable);
- 10) Assist in the preparation and/or delivery of IT project review presentation(s) and/or report(s)
- 11) Perform quality assurance of the deliverables; and
- 12) Prepare IT project review post-mortem and lessons-learned analysis.

6.1.14 C.3. Threat and Risk Assessment (TRA) SPECIALIST – LEVEL 3

The PSPC has a requirement for one (1) TRA Specialist, Level 3 to perform a Threat and Risk Assessment for the ISST project.

With the consolidation of the current legacy business systems into a single unified solution, the ISST Project will require that Federal, Provincial or Territorial Government IT Security policies, System IT Security Certification & Accreditation (C&A) processes, IT Security products, safeguards and best practices, and the IT Security risk mitigation strategies are being met.

An IT Security TRA and C&A Analyst will be required to facilitate these activities. The Analyst will work collaboratively with the other Project Management Project Analysts and will report to the ISST PMO Project Manager.

The TRA Specialist's tasks and deliverables include, but are not limited to:

- 1) Perform analysis and summaries of ISST proposed solution's documentation and deliverables, which include, but are not limited to, strategies, plans, communications materials and training materials;
- 2) Perform analysis and summaries of ISST proposed solution's technical components which include, but are not limited to, web based business intake services, case management systems and data conversion scripts;
- 3) Provide feedback and recommendations based on analytical findings, which should include, but are not limited to, identified gaps, opportunities for improvement, constraints and risks;
- 4) Provide advice and guidance to the Project Manager with regard to the ISST proposed solution;

- 5) Support briefing activities relating to the ISST proposed solution including, but not limited to the drafting of presentations and/or presentation slides, support materials for briefing notes, speaking notes for in person presentations;
- 6) Authoring, editing and ensuring quality assurance of documentation;
- 7) Perform transfer of knowledge through written and verbal methods;
- 8) Perform on going risk assessment and analysis;
- 9) 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 the IT Security risk mitigation strategies;
- 10) Identify threats to, and vulnerabilities of operating systems (such as MS, Unix, Linux, and Novell), and wireless architectures;
- 11) Identify personnel, technical, physical, and procedural threats to and vulnerabilities of Federal, Provincial or Territorial IT systems;
- 12) Develop reports such as: Data security analysis, Concepts of operation, Statements of Sensitivity (SoS), Threat assessments, Privacy Impact Assessments (PIAs), Non-technical Vulnerability Assessments, Risk assessments, IT Security threat, vulnerability and/or risk briefings;
- 13) 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 the safeguards meet applicable standards, Conduct security testing and evaluation (ST&E) to determine if the technical safeguards are functioning correctly, Assess the residual risk provided by the risk assessment to determine if it meets an acceptable level of risk;
- 14) Conduct Accreditation activities such as: Review of the certification results in the design review documentation by the Accreditation Authority to ensure that the system will operate with an acceptable level of risk and that it will comply with the departmental and system security policies and standards and identify the conditions under which a system is to operate (for approval purposes). This may include the following types of approvals:
 - a) 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
 - b) 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
 - c) 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
- 15) Develop and deliver training material relevant to the resource category.

6.1.15 C.16 PRIVACY IMPACT ASSESSMENT (PIA) SPECIALIST – LEVEL 3

The Public Services and Procurement Canada (PSPC) requires a senior Privacy Impact Assessment (PIA) specialist in the National Capital Region, to develop a PIA for the Industrial Security Systems Transformation (ISST) project. The senior PIA specialist will ensure that activities and processes associated with the information system that will be implemented by the ISST project, comply with privacy legislation, policies and guidelines.

The ISST project will implement an information system that replaces the current complement of legacy systems supporting the operations of the Contracts Security Program and the Controlled Goods Program.

The senior PIA specialist will conduct a privacy analysis including the identification and mitigation of privacy risks associated with the collection, use, disclosure, retention and disposal of personal information in the course of the ISST project lifecycle.

The PIA Specialist tasks and deliverables include, but are not limited to:

- 1) Review and analyze existing documentation and related legislation, authorities, directives and policies.
- 2) Obtain and gather project information through meetings and consultations with various stakeholders for the completion of the PIA.
- 3) Assess project information and identify risks and mitigation strategies for new or improved processes and functionalities.
- 4) Develop PIA Report, using approved template.
- 5) Communicate PIA status and results.
- 6) Develop Privacy Risk Management Plan (if required)
- 7) Develop recommendations as to possible privacy risk mitigation strategies (if required)
- 8) Revise Privacy Notice Statements (PNS) and Personal Information Banks (PIBs) (if required).

7 OPERATIONAL WORKING HOURS

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

ANNEX "B"

BASIS OF PAYMENT

INITIAL CONTRACT PERIOD:

Initial Contract Period (Date of Contract award to two (2) years after contract award, inclusive.)		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1. Application/Software Architect	Level 3	
A.11. Tester	Level 3	
B.5. Business Process Re-Engineering Consultant	Level 3	
B.6. Business System Analyst	Level 3	
I.1. Data Conversion Specialist	Level 3	
I.4. Database Modeller / IM Modeller	Level 3	
P.1. Change Management Consultant	Level 3	
P.2. Enterprise Architect	Level 3	
P.9. Project Manager	Level 3	
P.10. Project Scheduler	Level 3	
P.12. Risk Management Specialist	Level 3	
P.13. Independent IT Project Review Team Leader	Level 3	
P.14. Independent IT Project Reviewer	Level 3	
C.3. Information Technology Security Threat and Risk Assessment (TRA) and Certification and Accreditation (C&A) Analyst	Level 3	
C.16. Privacy Impact Assessment (PIA) Specialist	Level 3	

OPTION PERIODS:

Option Period 1 (six-month period)		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1. Application/Software Architect	Level 3	

Option Period 1 (six-month period)		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.11. Tester	Level 3	
B.5. Business Process Re-Engineering Consultant	Level 3	
B.6. Business System Analyst	Level 3	
I.1. Data Conversion Specialist	Level 3	
I.4. Database Modeller / IM Modeller	Level 3	
P.1. Change Management Consultant	Level 3	
P.2. Enterprise Architect	Level 3	
P.9. Project Manager	Level 3	
P.10. Project Scheduler	Level 3	
P.12. Risk Management Specialist	Level 3	
P.13. Independent IT Project Review Team Leader	Level 3	
P.14. Independent IT Project Reviewer	Level 3	
C.3. Information Technology Security Threat and Risk Assessment (TRA) and Certification and Accreditation (C&A) Analyst	Level 3	
C.16. Privacy Impact Assessment (PIA) Specialist	Level 3	

Option Period 2 (six-month period)		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1. Application/Software Architect	Level 3	
A.11. Tester	Level 3	
B.5. Business Process Re-Engineering Consultant	Level 3	
B.6. Business System Analyst	Level 3	
I.1. Data Conversion Specialist	Level 3	
I.4. Database Modeller / IM Modeller	Level 3	
P.1. Change Management Consultant	Level 3	
P.2. Enterprise Architect	Level 3	
P.9. Project Manager	Level 3	

Option Period 2 (six-month period)		
Resource Category	Level of Expertise	Firm Per Diem Rate
P.10. Project Scheduler	Level 3	
P.12. Risk Management Specialist	Level 3	
P.13. Independent IT Project Review Team Leader	Level 3	
P.14. Independent IT Project Reviewer	Level 3	
C.3. Information Technology Security Threat and Risk Assessment (TRA) and Certification and Accreditation (C&A) Analyst	Level 3	
C.16. Privacy Impact Assessment (PIA) Specialist	Level 3	

ANNEX "C"

SECURITY REQUIREMENTS CHECK LIST

COMMON-PS-SRCL#4



Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

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

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail		
5. a) Will the supplier require access to Controlled Goods? / Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? / Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? / Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) / Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. / Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? / S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable / À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A / PROTÉGÉ A <input type="checkbox"/>	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input type="checkbox"/>	NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>	NATO SECRET / NATO SECRET <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
SECRET / SECRET <input type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET / SECRET <input type="checkbox"/>
TOP SECRET / TRÈS SECRET <input type="checkbox"/>		TOP SECRET / TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>

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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? If Yes, indicate the level of sensitivity: Dans l'affirmative, indiquer le niveau de sensibilité :	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
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? Short Title(s) of material / Titre(s) abrégé(s) du matériel : Document Number / Numéro du document :	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
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 type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ <input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT <input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS	<input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL <input checked="" type="checkbox"/> SECRET SECRET <input type="checkbox"/> NATO SECRET NATO SECRET
	<input type="checkbox"/> TOP SECRET TRÈS SECRET <input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
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? If Yes, will unscreened personnel be escorted? Dans l'affirmative, le personnel en question sera-t-il escorté?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / 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?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / 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?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / 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?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / 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?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / 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?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui

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

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

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

SUMMARY CHART / TABLEAU RÉCAPITULATIF

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

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui

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

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui

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



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PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13. Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
13948-1733			2019-07-15
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?			
			<input type="checkbox"/> No / <input type="checkbox"/> Yes / <input type="checkbox"/> Oui
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
613-402-8745		kristen.ouellettc@pwgsc.gc.ca	2019-01-07
17. Contracting Security Authority / Autorité contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

Jacques Saumur
 Contract Security Officer
 Contracts Security Division / Division des contrats sécurité /
 Contract Security Program / Programme de sécurité des contrats /
 Public Services and Procurement Canada / Services publics et Approvisionnement Canada
 Jacques.Saumur@psgc-pwpsc.gc.ca
 Telephone / Téléphone 613-946-1732
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Canada

ATTACHMENT 1

BID SUBMISSION FORM

BID SUBMISSION FORM	
Bidder's full legal name	
Authorized Representative of Bidder for evaluation purposes (e.g., clarifications)	Name
	Title
	Address
	Telephone #
	Fax #
	Email
Bidder's Procurement Business Number (PBN) [see the Standard Instructions 2003] [Note to Bidders: Please ensure that the PBN you provide matches the legal name under which you have submitted your bid. If it does not, the Bidder will be determined based on the legal name provided, not based on the PBN, and the Bidder will be required to submit the PBN that matches the legal name of the Bidder.]	
Jurisdiction of Contract: Province or territory in Canada the Bidder wishes to be the legal jurisdiction applicable to any resulting contract (if other than as specified in solicitation)	
Bidder's Proposed Site(s) or Premises Requiring Safeguard Measures. See Part 3 for instructions.	Address of proposed site or premise: _____ City: _____ Province: _____ Postal Code: _____ Country: CANADA
Former Public Servants	Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation?

See the Article in Part 2 of the bid solicitation entitled Former Public Servant for a definition of "Former Public Servant".	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"	
Security Clearance Level of Bidder [include both the level and the date it was granted] [Note to Bidders: Please ensure that the security clearance matches the legal name of the Bidder. If it does not, the security clearance is not valid for the Bidder.]		
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: <ol style="list-style-type: none"> 1. The Bidder considers itself and its proposed resources able to meet all the mandatory requirements described in the bid solicitation; 2. This bid is valid for the period requested in the bid solicitation; 3. All the information provided in the bid is complete, true and accurate; and 4. If the Bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation. 		
Signature of Authorized Representative of Bidder		

ATTACHMENT 2

BID EVALUATION CRITERIA

8 A.1. APPLICATION / SOFTWARE ARCHITECT – LEVEL 3

8.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder must demonstrate that the proposed resource has experience as an Application / Software Architect performing activities similar to those identified in the Statement of Work, Section 6.1.1. A minimum of one hundred and twenty (120) months of experience.
M2	The Bidder's proposed resource must demonstrate sixty (60) months of experience, within the last one hundred and twenty (120) months, performing application / software architectural activities for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.
M3	The Bidder's proposed resource must demonstrate that he/she was the lead application / software architect for the completion of application / software architectural activities for a minimum of three (3) projects in the last sixty (60) months.
M4	The Bidder's proposed resource must demonstrate that he/she was the lead application / software architect for the completion of application / software architectural activities for a minimum of two (2) projects for a Government of Canada Department, Agency or Crown Corporation in the last sixty (60) months.
M5	The Bidder's proposed resource must provide a minimum of three (3) of their most recent client references from three (3) separate client organizations that support the proposed resource's demonstrated experience over the last sixty (60) months.

8.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M1.	120 months (or less) = 0 point 121 to 132 months = 4 points 133 to 144 months = 8 points 145 to 156 months = 12 points 157 to 168 months = 16 points 169+ months = 20 points	Maximum of 20 points
R2	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M2.	60 months (or less) = 0 point 61 to 72 months = 4 points 73 to 84 months = 8 points	Maximum of 20 points

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
		85 to 96 months = 12 points 97 to 108 months = 16 points 109+ months = 20 points	
R3	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M3.	3 projects (or less) = 0 points 4 to 5 projects = 5 points 6 to 7 projects = 10 points 8 to 9 projects = 15 points 10+ projects = 20 points	Maximum of 20 points.
R4	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M4.	2 projects (or less) = 0 points 3 projects = 5 points 4 projects = 10 points 5 projects = 15 points 6+ projects = 20 points	Maximum of 20 points.
Total Available Points:			Maximum of 80 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 64 points (80%).</i>			

9 A.11 TESTER – LEVEL 3

9.1 MANDATORY EVALUATION CRITERIA

M#	Mandatory Requirements
M1	The Bidder must demonstrate that the proposed resource has experience as a Tester performing activities similar to those identified in the Statement of Work, Section 6.1.2. A minimum of one hundred and twenty (120) months of experience.
M2	The Bidder's proposed resource must demonstrate sixty (60) months of experience, within the last one hundred and twenty (120) months, performing testing activities for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.
M3	The Bidder's proposed resource must demonstrate that he/she was the lead tester with responsibility for the completion of testing activities for a minimum of three (3) projects in the last sixty (60) months.
M4	The Bidder's proposed resource must demonstrate that he/she was the lead tester for the completion of testing activities for at least two (2) projects for a Government of Canada Department, Agency or Crown Corporation in the last sixty (60) months.

M#	Mandatory Requirements
M5	The Bidder's proposed resource must provide a minimum of three (3) of their most recent client references from three (3) separate client organizations that support the proposed resource's demonstrated experience over the last sixty (60) months.

9.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M1.	120 months (or less) = 0 point 121 to 132 months = 4 points 133 to 144 months = 8 points 145 to 156 months = 12 points 157 to 168 months = 16 points 169+ months = 20 points	Maximum of 20 points
R2	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M2.	60 months (or less) = 0 point 61 to 72 months = 4 points 73 to 84 months = 8 points 85 to 96 months = 12 points 97 to 108 months = 16 points 109+ months = 20 points	Maximum of 20 points
R3	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M3.	3 projects (or less) = 0 points 4 to 5 projects = 5 points 6 to 7 projects = 10 points 8 to 9 projects = 15 points 10+ projects = 20 points	Maximum of 20 points.
R4	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M4.	2 projects (or less) = 0 points 3 projects = 5 points 4 projects = 10 points 5 projects = 15 points 6+ projects = 20 points	Maximum of 20 points.

Total Available Points:	Maximum of 80 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 64 points (80%).</i>	

10 B.5. BUSINESS PROCESS RE-ENGINEERING CONSULTANT – LEVEL 3

10.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder must demonstrate that the proposed resource has experience as a Business Process Re-Engineering Consultant performing activities similar to those identified in the Statement of Work, Section 6.1.3. A minimum of one hundred and twenty (120) months of experience.
M2	The Bidder's proposed resource must demonstrate sixty (60) months of experience, within the last one hundred and twenty (120) months, performing business process re-engineering activities for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.
M3	The Bidder's proposed resource must demonstrate that he/she was the lead business process re-engineering consultant with responsibility for the completion of business process re-engineering activities for a minimum of three (3) projects in the last sixty (60) months.
M4	The Bidder's proposed resource must demonstrate that he/she was the lead business process re-engineering consultant with responsibility for the completion of business process re-engineering activities for at least two (2) projects for a Government of Canada Department, Agency or Crown Corporation in the last sixty (60) months.
M5	The Bidder's proposed resource must provide a minimum of three (3) of their most recent client references from three (3) separate client organizations that support the proposed resource's demonstrated experience over the last sixty (60) months.

10.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M1.	120 months (or less) = 0 point 121 to 132 months = 4 points 133 to 144 months = 8 points 145 to 156 months = 12 points 157 to 168 months = 16 points 169+ months = 20 points	Maximum of 20 points

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R2	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M2.	60 months (or less) = 0 point 61 to 72 months = 4 points 73 to 84 months = 8 points 85 to 96 months = 12 points 97 to 108 months = 16 points 109+ months = 20 points	Maximum of 20 points
R3	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M3.	3 projects (or less) = 0 points 4 to 5 projects = 5 points 6 to 7 projects = 10 points 8 to 9 projects = 15 points 10+ projects = 20 points	Maximum of 20 points.
R4	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M4.	2 projects (or less) = 0 points 3 projects = 5 points 4 projects = 10 points 5 projects = 15 points 6+ projects = 20 points	Maximum of 20 points.
Total Available Points:			Maximum of 80 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 64 points (80%).</i>			

11 B.6. BUSINESS SYSTEM ANALYST – LEVEL 3

11.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder must demonstrate that the proposed resource has experience as a Business System Analyst performing activities similar to those identified in the Statement of Work, Section 6.1.4. A minimum of one hundred and twenty (120) months of experience.
M2	The Bidder's proposed resource must demonstrate sixty (60) months of experience, within the last one hundred and twenty (120) months, performing business system analyst activities for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.

#	Mandatory Requirements
M3	The Bidder's proposed resource must demonstrate that he/she was the lead business system analyst for the completion of business system analyst activities for a minimum of three (3) projects in the last sixty (60) months.
M4	The Bidder's proposed resource must demonstrate that he/she was the lead business system analyst the completion of business system analyst activities for at least two (2) projects for a Government of Canada Department, Agency or Crown Corporation, in the last sixty (60) months.
M5	The Bidder's proposed resource must provide a minimum of three (3) of their most recent client references from three (3) separate client organizations that support the proposed resource's demonstrated experience over the last sixty (60) months.

11.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M1.	120 months (or less) = 0 point 121 to 132 months = 4 points 133 to 144 months = 8 points 145 to 156 months = 12 points 157 to 168 months = 16 points 169+ months = 20 points	Maximum of 20 points
R2	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M2.	60 months (or less) = 0 point 61 to 72 months = 4 points 73 to 84 months = 8 points 85 to 96 months = 12 points 97 to 108 months = 16 points 109+ months = 20 points	Maximum of 20 points
R3	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M3.	3 projects (or less) = 0 points 4 to 5 projects = 5 points 6 to 7 projects = 10 points 8 to 9 projects = 15 points 10+ projects = 20 points	Maximum of 20 points.

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R4	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M4.	2 projects (or less) = 0 points 3 projects = 5 points 4 projects = 10 points 5 projects = 15 points 6+ projects = 20 points	Maximum of 20 points.
Total Available Points:			Maximum of 80 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 64 points (80%).</i>			

12 I.1. DATA CONVERSION SPECIALIST – LEVEL 3

12.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder must demonstrate that the proposed resource has experience as a Data Conversion Specialist performing activities similar to those identified in the Statement of Work, Section 6.1.5. A minimum of one hundred and twenty (120) months of experience.
M2	The Bidder's proposed resource must demonstrate sixty (60) months of experience, within the last one hundred and twenty (120) months, performing data conversion activities for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.
M3	The Bidder's proposed resource must demonstrate that he/she was the lead data conversion specialist for the completion of a data conversion initiative for a minimum of three (3) projects in the last sixty (60) months.
M4	The Bidder's proposed resource must demonstrate that he/she was the lead data conversion specialist for the completion of a data conversion initiative for at least two (2) projects for a Government of Canada Department, Agency or Crown Corporation, in the last sixty (60) months.
M5	The Bidder's proposed resource must provide a minimum of three (3) of their most recent client references from three (3) separate client organizations that support the proposed resource's demonstrated experience over the last sixty (60) months.

12.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M1.	120 months (or less) = 0 point 121 to 132 months = 4 points 133 to 144 months = 8 points 145 to 156 months = 12 points 157 to 168 months = 16 points 169+ months = 20 points	Maximum of 20 points
R2	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M2.	60 months (or less) = 0 point 61 to 72 months = 4 points 73 to 84 months = 8 points 85 to 96 months = 12 points 97 to 108 months = 16 points 109+ months = 20 points	Maximum of 20 points
R3	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M3.	3 projects (or less) = 0 points 4 to 5 projects = 5 points 6 to 7 projects = 10 points 8 to 9 projects = 15 points 10+ projects = 20 points	Maximum of 20 points.
R4	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M4.	2 projects (or less) = 0 points 3 projects = 5 points 4 projects = 10 points 5 projects = 15 points 6+ projects = 20 points	Maximum of 20 points.
Total Available Points:			Maximum of 80 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 64 points (80%).</i>			

13 I.4. DATABASE MODELLER / IM MODELLER – LEVEL 3

13.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder must demonstrate that the proposed resource has experience as a Database Modeller / IM Modeller performing activities similar to those identified in the Statement of Work, Section 6.1.6. A minimum of one hundred and twenty (120) months of experience.
M2	The Bidder's proposed resource must demonstrate sixty (60) months of experience, within the last one hundred and twenty (120) months, performing database or IM modelling activities for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.
M3	The Bidder's proposed resource must demonstrate that he/she was the lead database modeller / IM modeller for the completion of a database or IM modelling initiative for a minimum of three (3) projects in the last sixty (60) months.
M4	The Bidder's proposed resource must demonstrate that he/she was the lead database modeller / IM modeller for the completion of a database or IM modelling initiative for at least two (2) projects for a Government of Canada Department, Agency or Crown Corporation, in the last sixty (60) months.
M5	The Bidder's proposed resource must provide a minimum of three (3) of their most recent client references from three (3) separate client organizations that support the proposed resource's demonstrated experience over the last sixty (60) months.

13.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M1.	120 months (or less) = 0 point 121 to 132 months = 4 points 133 to 144 months = 8 points 145 to 156 months = 12 points 157 to 168 months = 16 points 169+ months = 20 points	Maximum of 20 points
R2	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M2.	60 months (or less) = 0 point 61 to 72 months = 4 points 73 to 84 months = 8 points 85 to 96 months = 12 points 97 to 108 months = 16 points	Maximum of 20 points

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
		109+ months = 20 points	
R3	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M3.	3 projects (or less) = 0 points 4 to 5 projects = 5 points 6 to 7 projects = 10 points 8 to 9 projects = 15 points 10+ projects = 20 points	Maximum of 20 points.
R4	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M4.	2 projects (or less) = 0 points 3 projects = 5 points 4 projects = 10 points 5 projects = 15 points 6+ projects = 20 points	Maximum of 20 points.
Total Available Points:			Maximum of 80 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 64 points (80%).</i>			

14 P.1. CHANGE MANAGEMENT CONSULTANT – LEVEL 3

14.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder must demonstrate that the proposed resource has experience as a Change Management Consultant performing activities similar to those identified in the Statement of Work, Section 6.1.7. A minimum of one hundred and twenty (120) months of experience.
M2	The Bidder's proposed resource must demonstrate sixty (60) months of experience, within the last one hundred and twenty (120) months, performing change management activities for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.
M3	The Bidder's proposed resource must demonstrate that he/she was the lead change management consultant for the completion of change management activities for a minimum of three (3) projects in the last sixty (60) months where two (2) of the three (3) projects were IT-enabled change. IT-Enabled Change is defined as any changes generated in the organizational work due to technological change within the organization. One (1) of the two (2) IT-enabled change projects must include impacting over 1,000 employees or clients.

#	Mandatory Requirements
M4	<p>The Bidder's proposed resource must demonstrate that he/she was the lead change management consultant for the completion of change management activities for at least two (2) projects for a Government of Canada Department, Agency or Crown Corporation, in the last sixty (60) months. The two (2) referenced projects must be IT-enabled change projects.</p> <p>IT-Enabled Change is defined as any changes generated in the organizational work due to technological change within the organization. One (1) of the two (2) IT-enabled change projects must include impacting over 1,000 employees or clients.</p>
M5	The Bidder's proposed resource must provide a minimum of three (3) of their most recent client references from three (3) separate client organizations that support the proposed resource's demonstrated experience over the last sixty (60) months.

14.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M1.	120 months (or less) = 0 point 121 to 132 months = 4 points 133 to 144 months = 8 points 145 to 156 months = 12 points 157 to 168 months = 16 points 169+ months = 20 points	Maximum of 20 points
R2	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M2.	60 months (or less) = 0 point 61 to 72 months = 4 points 73 to 84 months = 8 points 85 to 96 months = 12 points 97 to 108 months = 16 points 109+ months = 20 points	Maximum of 20 points
R3	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M3.	3 projects (or less) = 0 points 4 to 5 projects = 5 points 6 to 7 projects = 10 points 8 to 9 projects = 15 points 10+ projects = 20 points	Maximum of 20 points.

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R4	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M4.	2 projects (or less) = 0 points 3 projects = 5 points 4 projects = 10 points 5 projects = 15 points 6+ projects = 20 points	Maximum of 20 points.
Total Available Points:			Maximum of 80 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 64 points (80%).</i>			

15 P.2. ENTERPRISE ARCHITECT – LEVEL 3

15.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder must demonstrate that the proposed resource has experience as an Enterprise Architect performing activities similar to those identified in the Statement of Work, Section 6.1.8. A minimum of one hundred and twenty (120) months of experience.
M2	The Bidder's proposed resource must demonstrate sixty (60) months of experience, within the last one hundred and twenty (120) months, performing enterprise architectural activities for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.
M3	The Bidder's proposed resource must demonstrate that he/she was the lead enterprise architect for the completion of an enterprise architectural initiative for a minimum of three (3) projects in the last sixty (60) months.
M4	The Bidder's proposed resource must demonstrate that he/she was the lead enterprise architect for the completion of an enterprise architectural initiative for at least two (2) projects for a Government of Canada Department, Agency or Crown Corporation, in the last sixty (60) months.
M5	The Bidder's proposed resource must provide a minimum of three (3) of their most recent client references from three (3) separate client organizations that support the proposed resource's demonstrated experience over the last sixty (60) months.

15.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M1.	120 months (or less) = 0 point 121 to 132 months = 4 points 133 to 144 months = 8 points 145 to 156 months = 12 points 157 to 168 months = 16 points 169+ months = 20 points	Maximum of 20 points
R2	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M2.	60 months (or less) = 0 point 61 to 72 months = 4 points 73 to 84 months = 8 points 85 to 96 months = 12 points 97 to 108 months = 16 points 109+ months = 20 points	Maximum of 20 points
R3	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M3.	3 projects (or less) = 0 points 4 to 5 projects = 5 points 6 to 7 projects = 10 points 8 to 9 projects = 15 points 10+ projects = 20 points	Maximum of 20 points.
R4	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M4.	2 projects (or less) = 0 points 3 projects = 5 points 4 projects = 10 points 5 projects = 15 points 6+ projects = 20 points	Maximum of 20 points.
Total Available Points:			Maximum of 80 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 64 points (80%).</i>			

16 P.9. PROJECT MANAGER – LEVEL 3

16.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder's proposed resource must demonstrate a minimum of one hundred and twenty (120) months of primary responsibility managing a minimum of three (3) projects 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.
M2	The Bidder's proposed resource must demonstrate sixty (60) months of experience, within the last one hundred and twenty (120) months, defining and documenting the objectives for IT-enabled projects; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team. IT-enabled project is defined as a business project with technological components such as a database, Web site, portal, intranet, application or business intelligence tool
M3	The Bidder's proposed resource must demonstrate that he/she was responsible for the formulation of problems statements; establishing procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof.
M4	The Bidder's proposed resource must demonstrate that he/she was responsible for preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems; and working with a variety of project management tools.

16.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder's proposed resource should provide a list of referenced projects completed within the last sixty (60) months where the resource was responsible for projects 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.	<p>Points per referenced project as defined below to a maximum of thirty (30) points for this rated evaluation criteria.</p> <ul style="list-style-type: none"> • Three (3) referenced projects or less equals ten (10) points. • Four (4) to Five (5) referenced projects equals twenty (20) points. • Six (6) or more referenced projects equals thirty (30) points. 	Maximum of 30 points.

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R2	The Bidder's proposed resource should provide a list of referenced projects completed within the last sixty (60) months where the resource was responsible for defining and documenting the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team.	<p>Points per referenced project as defined below to a maximum of thirty (30) points for this rated evaluation criteria.</p> <ul style="list-style-type: none"> • Three (3) referenced projects or less equals ten (10) points. • Four (4) to Five (5) referenced projects equals twenty (20) points. • Six (6) or more referenced projects equals thirty (30) points. 	Maximum of 30 points.
R3	The Bidder's proposed resource should provide a list of referenced projects completed within the last sixty (60) months where the resource was responsible for the formulation of problems statements; establishing procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof.	<p>Points per referenced project as defined below to a maximum of thirty (30) points for this rated evaluation criteria.</p> <ul style="list-style-type: none"> • Three (3) referenced projects or less equals ten (10) points. • Four (4) to Five (5) referenced projects equals twenty (20) points. • Six (6) or more referenced projects equals thirty (30) points. 	Maximum of 30 points.
R4	The Bidder's proposed resource should provide a list of referenced projects completed within the last sixty (60) months where the resource was responsible for preparation plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools.	<p>Points per referenced project as defined below to a maximum of thirty (30) points for this rated evaluation criteria.</p> <ul style="list-style-type: none"> • Three (3) referenced projects or less equals ten (10) points. • Four (4) to Five (5) referenced projects equals twenty (20) points. • Six (6) or more referenced projects equals thirty (30) points. 	Maximum of 30 points.
Total Available Points:			Maximum of 120 points.

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
Note: To be deemed responsive, the resource must obtain minimum of 90 points (75%).			

17 P.10. PROJECT SCHEDULER – LEVEL 3

17.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder must demonstrate that the proposed resource has experience as a Project Scheduler performing activities similar to those identified in the Statement of Work, Section 6.1.10. A minimum of one hundred and twenty (120) months of experience.
M2	The Bidder's proposed resource must demonstrate sixty (60) months of experience, within the last one hundred and twenty (120) months, performing project scheduling activities for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.
M3	The Bidder's proposed resource must demonstrate that he/she was the project scheduler for a minimum of three (3) projects in the last sixty (60) months where two (2) of the three (3) projects were IT-enabled. IT-enabled project is defined as a business project with technological components such as a database, Web site, portal, intranet, application or business intelligence tool. One (1) of the two (2) IT-enabled projects must include impacting over 1,000 employees or clients.
M4	The Bidder's proposed resource must demonstrate that he/she was the project scheduler for at least two (2) projects for a Government of Canada Department, Agency or Crown Corporation, in the last sixty (60) months. The two (2) referenced projects are to be IT-enabled projects. IT-enabled project is defined as a Business project that with technological components such as a database, Web site, portal, intranet, application or business intelligence tool.
M5	The Bidder's proposed resource must provide a minimum of three (3) of their most recent client references from three (3) separate client organizations that support the proposed resource's demonstrated experience over the last sixty (60) months.

17.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M1.	120 months (or less) = 0 point 121 to 132 months = 4 points	Maximum of 20 points

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
		133 to 144 months = 8 points 145 to 156 months = 12 points 157 to 168 months = 16 points 169+ months = 20 points	
R2	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M2.	60 months (or less) = 0 point 61 to 72 months = 4 points 73 to 84 months = 8 points 85 to 96 months = 12 points 97 to 108 months = 16 points 109+ months = 20 points	Maximum of 20 points
R3	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of IT-enabled projects completed as required at M3.	3 projects (or less) = 0 points 4 to 5 projects = 5 points 6 to 7 projects = 10 points 8 to 9 projects = 15 points 10+ projects = 20 points	Maximum of 20 points.
R4	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of IT-enabled projects completed as required at M4.	2 projects (or less) = 0 points 3 projects = 5 points 4 projects = 10 points 5 projects = 15 points 6+ projects = 20 points	Maximum of 20 points.
Total Available Points:			Maximum of 80 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 64 points (80%).</i>			

18 P.12. RISK MANAGEMENT SPECIALST – LEVEL 3

18.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder’s must demonstrate that the proposed resource has experience as a Risk Management Specialist performing activities similar to those identified in the Statement of Work, Section 6.1.11. A minimum of one hundred and twenty (120) months of experience.
M2	The Bidder’s proposed resource must demonstrate sixty (60) months of experience, within the last one hundred and twenty (120) months, performing risk management activities for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government; or Provincial Government.
M3	The Bidder’s proposed resource must demonstrate that he/she was the lead risk manager for a minimum of three (3) projects in the last sixty (60) months where two (2) of the three (3) projects were IT-enabled. IT-enabled project is defined as a Business project that with technological components such as a database, Web site, portal, intranet, application or business intelligence tool. One (1) of the two (2) IT-enabled projects must include impacting over 1,000 employees or clients.
M4	The Bidder’s proposed resource must demonstrate that he/she was the lead risk manager for at least two (2) projects for a Government of Canada Department, Agency or Crown Corporation, in the last sixty (60) months. The two (2) reference projects are to be IT-enabled projects. IT-enabled project is defined as a business project that with technological components such as a database, Web site, portal, intranet, application or business intelligence tool.
M5	The Bidder’s proposed resource must provide a minimum of three (3) of their most recent client references from three (3) separate client organizations that support the proposed resource’s demonstrated experience over the last sixty (60) months.

18.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M1.	120 months (or less) = 0 point 121 to 132 months = 4 points 133 to 144 months = 8 points 145 to 156 months = 12 points 157 to 168 months = 16 points 169+ months = 20 points	Maximum of 20 points

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R2	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M2.	60 months (or less) = 0 point 61 to 72 months = 4 points 73 to 84 months = 8 points 85 to 96 months = 12 points 97 to 108 months = 16 points 109+ months = 20 points	Maximum of 20 points
R3	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of IT-enabled projects completed as required at M3.	3 projects (or less) = 0 points 4 to 5 projects = 5 points 6 to 7 projects = 10 points 8 to 9 projects = 15 points 10+ projects = 20 points	Maximum of 20 points.
R4	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of IT-enabled projects completed as required at M4.	2 projects (or less) = 0 points 3 projects = 5 points 4 projects = 10 points 5 projects = 15 points 6+ projects = 20 points	Maximum of 20 points.
Total Available Points:			Maximum of 80 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 64 points (80%).</i>			

19 P.13. INDEPENDENT IT PROJECT REVIEW TEAM LEAD – LEVEL 3

19.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder's must demonstrate that the proposed resource has experience as an Independent IT Project Review Team Lead performing activities similar to those identified in the Statement of Work, Section 6.1.12. A minimum of one hundred and twenty (120) months of experience.
M2	The Bidder's proposed resource must demonstrate sixty (60) months of experience, within the last one hundred and twenty (120) months, leading independent IT reviews for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.

#	Mandatory Requirements
M3	The Bidder's proposed resource must demonstrate that he/she was the independent IT project review team lead for independent IT reviews for a minimum of three (3) projects in the last sixty (60) months.
M4	The Bidder's proposed resource must demonstrate that he/she was the team lead responsible for leading independent IT reviews for at least two (2) projects for a Government of Canada Department, Agency or Crown Corporation, in the last sixty (60) months.
M5	The Bidder's proposed resource must provide a minimum of three (3) of their most recent client references from three (3) separate client organizations that support the proposed resource's demonstrated experience over the last sixty (60) months.

19.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M1.	120 months (or less) = 0 point 121 to 132 months = 4 points 133 to 144 months = 8 points 145 to 156 months = 12 points 157 to 168 months = 16 points 169+ months = 20 points	Maximum of 20 points
R2	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M2.	60 months (or less) = 0 point 61 to 72 months = 4 points 73 to 84 months = 8 points 85 to 96 months = 12 points 97 to 108 months = 16 points 109+ months = 20 points	Maximum of 20 points
R3	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M3.	3 projects (or less) = 0 points 4 to 5 projects = 5 points 6 to 7 projects = 10 points 8 to 9 projects = 15 points 10+ projects = 20 points	Maximum of 20 points.

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R4	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M4.	2 projects (or less) = 0 points 3 projects = 5 points 4 projects = 10 points 5 projects = 15 points 6+ projects = 20 points	Maximum of 20 points.
Total Available Points:			Maximum of 80 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 64 points (80%).</i>			

20 P.14. INDEPENDENT IT PROJECT REVIEWER – LEVEL 3

20.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder must demonstrate that the proposed resource has experience as an Independent IT Project Reviewer performing activities similar to those identified in the Statement of Work, Section 6.1.13. A minimum of one hundred and twenty (120) months of experience.
M2	The Bidder's proposed resource must demonstrate sixty (60) months of experience, within the last one hundred and twenty (120) months, performing independent IT project reviews for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.
M3	The Bidder's proposed resource must demonstrate that he/she was responsibility for the completion of an independent IT project review for a minimum of three (3) projects in the last sixty (60) months.
M4	The Bidder's proposed resource must demonstrate that he/she was responsibility for the completion of independent IT project review for at least two (2) projects for a Government of Canada Department, Agency or Crown Corporation, in the last sixty (60) months.
M5	The Bidder's proposed resource must provide a minimum of three (3) of their most recent client references from three (3) separate client organizations that support the proposed resource's demonstrated experience over the last sixty (60) months.

20.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M1.	120 months (or less) = 0 point 121 to 132 months = 4 points 133 to 144 months = 8 points 145 to 156 months = 12 points 157 to 168 months = 16 points 169+ months = 20 points	Maximum of 20 points
R2	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M2.	60 months (or less) = 0 point 61 to 72 months = 4 points 73 to 84 months = 8 points 85 to 96 months = 12 points 97 to 108 months = 16 points 109+ months = 20 points	Maximum of 20 points
R3	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M3.	3 projects (or less) = 0 points 4 to 5 projects = 5 points 6 to 7 projects = 10 points 8 to 9 projects = 15 points 10+ projects = 20 points	Maximum of 20 points.
R4	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of projects completed required at M4.	2 projects (or less) = 0 points 3 projects = 5 points 4 projects = 10 points 5 projects = 15 points 6+ projects = 20 points	Maximum of 20 points.
Total Available Points:			Maximum of 80 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 64 points (80%).</i>			

21 C.16 PRIVACY IMPACT ASSESMENT (PIA) SPECIALIST

21.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder must demonstrate that the proposed resource has experience as a PIA Specialist Level 3 performing activities similar to those identified in the Statement of Work, Section 6.1.14. A minimum of one hundred twenty (120) + months of experience.
M2	The Bidder must demonstrate that the proposed resource has sixty (60) months of experience, within the last one hundred twenty (120) months, conducting Privacy Impact Assessment (PIA) for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.
M3	The Bidder must demonstrate that the proposed resource has completed a minimum of three (3) PIA projects for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.
M4	The Bidder must demonstrate that the proposed resource has delivered a minimum of two (2) PIA projects that supported the implementation of an IT-enabled, within the Government of Canada (GC). IT-enabled project is defined as a business project that is IT-Enabled. IM/IT project have technological components such as a database, Web site, portal, intranet, application or business intelligence tool.

21.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M1.	120 months (or less) = 0 point 121 to 132 months = 4 points 133 to 144 months = 8 points 145 to 156 months = 12 points 157 to 168 months = 16 points 169+ months = 20 points	Maximum of 20 points
R2	The Bidder should demonstrate that the proposed resource has above and beyond the minimum experience required at M2.	60 months (or less) = 0 point 61 to 72 months = 4 points 73 to 84 months = 8 points 85 to 96 months = 12 points 97 to 108 months = 16 points	Maximum of 20 points

		109+ months = 20 points	
R3	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of PIA projects completed required at M3.	3 projects (or less) = 0 points 4 to 5 projects = 5 points 6 to 7 projects = 10 points 8 to 9 projects = 15 points 10+ projects = 20 points	Maximum of 20 points.
R4	The Bidder should demonstrate that the proposed resource has above and beyond the minimum number of PIA projects completed required at M4.	2 projects (or less) = 0 points 3 projects = 5 points 4 projects = 10 points 5 projects = 15 points 6+ projects = 20 points	Maximum of 20 points.
Total available points			Maximum of 80 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 64 points (80%).</i>			

22 THREAT RISK ASSESSMENT (TRA) SPECIALIST

22.1 MANDATORY EVALUATION CRITERIA

#	Mandatory Requirements
M1	The Bidder must demonstrate that the proposed resource has experience as an Information Technology Security Threat and Risk Assessments (TRAs) or Certification and Accreditation (C&A) Analyst performing activities similar to those identified in the Statement of Work, Section 6.1.15. A minimum of one hundred twenty (120) + months of experience.
M2	The Bidder must demonstrate that the proposed resource has sixty (60) months of experience, within the last one hundred twenty (120) months, conducting Information Technology Threat and Risk Assessments (TRAs) or Certification and Accreditation (C&A) for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.
M3	The Bidder's proposed resource must demonstrate that he/she has the lead specialist conducting Information Technology Threat and Risk Assessments (TRAs) or Certification and Accreditation (C&A) for the completion of three (3) TRAs within the last sixty (60) months. At least two (2) TRAs for a Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.
M4	The Bidder's proposed resource must provide three (3) of the most recent client references from three (3) separate client organizations that support the proposed resource's demonstrated experience over the last sixty (60) months.

22.2 RATED EVALUATION CRITERIA

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
R1	<p>The Bidder should demonstrate that the proposed resource has experience in conducting and delivering TRAs for Government of Canada Department, Agency or Crown Corporation; or Provincial or Territorial Government.</p> <p>The Bidder should provide a maximum of five (5) reference projects completed within the last sixty (60) months. If more than five projects are submitted, only the five most recent will be evaluated.</p>	<p>Up to five (5) points per reference project, to a maximum of twenty-five (25) points for this rated evaluation criteria.</p> <p>The maximum of five (5) points per reference project breaks down as, one (1) point per experience in completing each of the following TRA phases:</p> <ul style="list-style-type: none"> a) Preparation; b) Assets Identification and Valuation; c) Threat Assessment; d) Risk Assessment; and e) Recommendations. <p>The above listed TRA phases are defined in <i>Harmonized Threat and Risk Assessment Methodology</i> issued by the Communications Security Establishment (CSE) and the Royal Canadian Mounted Police (RCMP)</p> <p>https://cyber.gc.ca/en/guidance/harmonized-tra-methodology-tra-1</p>	Maximum of 25 points
R2	<p>The Bidder's proposed resource should demonstrate experience as a TRA specialist on a large scale information system (5000+ users).</p> <p>The Bidder should provide a maximum of three (3) reference projects.</p>	<p>Five (5) points per referenced project to a maximum of fifteen (15) points for this rated evaluation criteria.</p>	Maximum of 15 points.
R3	<p>The Bidder's proposed resource should demonstrate experience as a Certification & Accreditation (C&A) analyst on a large scale Information System (5000+ users).</p>	<p>Months of experience:</p> <ul style="list-style-type: none"> 0 to 11 months = 0 points 12 to 23 months = 5 point 24 to 35 months = 10 points 36 to 47 months = 15 points 48 months or more = 20 points 	Maximum of 20 points.
R4	<p>The proposed resource should demonstrate experience as a TRA specialist or C&A analyst on a</p>	<p>Five (5) points per referenced project to a maximum of fifteen (15) points for this rated evaluation criteria.</p>	Maximum of 15 points.

#	Rated Requirements	Cross reference to proposal/ Resume (Demonstrate how the requirement is met)	Point Scale
	<p>highly sensitive Information System (High or Very High Confidentiality or Integrity).</p> <p>The Bidder should provide a maximum of three (3) reference projects.</p>		
Total available points			Maximum of 75 points.
<i>Note: To be deemed responsive, the resource must obtain minimum of 60 points (80%).</i>			

ATTACHMENT 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.

Initial Contract Period:

Initial Contract Period				
Date of Contract award to two (2) years after contract award, inclusive.				
	(B)	(C)	(D)	(E)
Resource Category	Level of Expertise	Estimated Number of Days	Firm Per Diem Rate	Total Cost (C x D)
A.1. Application/Software Architect	Level 3	140	\$	\$
A.11. Tester	Level 3	220	\$	\$
B.5. Business Process Re-Engineering Consultant	Level 3	90	\$	\$
B.6. Business System Analyst	Level 3	280	\$	\$
I.1. Data Conversion Specialist	Level 3	160	\$	\$
I.4. Database Modeller / IM Modeller	Level 3	120	\$	\$
P.1. Change Management Consultant	Level 3	240	\$	\$
P.2. Enterprise Architect	Level 3	80	\$	\$
P.9. Project Manager	Level 3	120	\$	\$
P.10. Project Scheduler	Level 3	120	\$	\$
P.12. Risk Management Specialist	Level 3	120	\$	\$
P.13. Independent IT Project Review Team Leader	Level 3	80	\$	\$
P.14. Independent IT Project Reviewer	Level 3	80	\$	\$
C.3. Information Technology Security Threat and Risk Assessment (TRA) and Certification an Accreditation (C&A) Analyst	Level 3	180	\$	\$

C.16. Privacy Impact Assessment (PIA) Specialist	Level 3	180	\$	\$
Total Price Initial Contract Period				\$ <TBD>

Option Periods:

Option Period 1 (six-month period)				
	(B)	(C)	(D)	(E)
Resource Category	Level of Expertise	Estimated Number of Days	Firm Per Diem Rate	Total Cost (C x D)
A.1. Application/Software Architect	Level 3	35	\$	\$
A.11. Tester	Level 3	55	\$	\$
B.5. Business Process Re-Engineering Consultant	Level 3	25	\$	\$
B.6. Business System Analyst	Level 3	70	\$	\$
I.1. Data Conversion Specialist	Level 3	40	\$	\$
I.4. Database Modeller / IM Modeller	Level 3	30	\$	\$
P.1. Change Management Consultant	Level 3	60	\$	\$
P.2. Enterprise Architect	Level 3	20	\$	\$
P.9. Project Manager	Level 3	30	\$	\$
P.10. Project Scheduler	Level 3	30	\$	\$
P.12. Risk Management Specialist	Level 3	30	\$	\$
P.13. Independent IT Project Review Team Leader	Level 3	20	\$	\$
P.14. Independent IT Project Reviewer	Level 3	20	\$	\$
C.3. Information Technology Security Threat and Risk Assessment (TRA) and Certification and Accreditation (C&A) Analyst	Level 3	45	\$	\$
C.16. Privacy Impact Assessment (PIA) Specialist	Level 3	45	\$	\$
Total Price Option Period 1				\$ <TBD>

Option Period 2 (six-month period)				
	(B)	(C)	(D)	(E)
Resource Category	Level of Expertise	Estimated Number of Days	Firm Per Diem Rate	Total Cost (C x D)
A.1. Application/Software Architect	Level 3	35	\$	\$
A.11. Tester	Level 3	55	\$	\$
B.5. Business Process Re-Engineering Consultant	Level 3	25	\$	\$
B.6. Business System Analyst	Level 3	70	\$	\$
I.1. Data Conversion Specialist	Level 3	40	\$	\$
I.4. Database Modeller / IM Modeller	Level 3	30	\$	\$
P.1. Change Management Consultant	Level 3	60	\$	\$
P.2. Enterprise Architect	Level 3	20	\$	\$
P.9. Project Manager	Level 3	30	\$	\$
P.10. Project Scheduler	Level 3	30	\$	\$
P.12. Risk Management Specialist	Level 3	30	\$	\$
P.13. Independent IT Project Review Team Leader	Level 3	20	\$	\$
P.14. Independent IT Project Reviewer	Level 3	20	\$	\$
C.3. Information Technology Security Threat and Risk assessment (TRA) and Certification and Accreditation (C&A) Analyst	Level 3	45	\$	\$
C.16. Privacy Impact Assessment (PIA) Specialist	Level 3	45	\$	\$
Total Price Option Period 2				\$ <TBD>

Total Bid Price	
(Initial Contract Period + Option Period 1 + Option Period 2)	\$ <TBD>

APPENDIX A TO ANNEX "A"

TASK AUTHORIZATION (TA) FORM

TASK AUTHORIZATION (TA) FORM				
Contractor:		Contract Number:		
Commitment: #		Financial Coding:		
Task Number (Amendment):		Issue Date:		
Start of the Work for a TA: Work cannot commence until a TA has been authorized in accordance with the conditions of the contract.				
1. Statement of Work (Work Activities, Certifications and Deliverables)				
See attached for Statement of Work and Certifications required.				
2. Period of Service:	From (Date)		To (Date)	
3. Work Location:				
4. Travel Requirements:				
5. Language Requirement:				
6. Other Conditions/Constraints:				
7. Level of Security Clearance:				
8. Contractor's Response:				
Category and Name of Proposed Resource	PWGSC Security File Number	Per Diem Rate	Estimated # of Days	Total Cost

TASK AUTHORIZATION (TA) FORM	
	Estimated Cost
	Applicable Taxes
	Total Labour Cost
	Total Travel & Living Cost
	Firm Price or Maximum TA Price
Contractor's Signature	
Name, Title and Signature of Individual Authorized to sign on behalf of the Contractor _____ _____	Signature: _____ Date: _____
Authorization(s)	
<p style="text-align: center;">Signatures (Client)</p> Name, Title and Signature of Authorized Client to sign: Technical Authority: _____ Date: _____	<p style="text-align: center;">Signatures (PWGSC)</p> Contracting Authority: _____ Date: _____
<p>By signing this TA, the authorized client and (or) the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the contract.</p> <p>The client's authorization limit is identified in the contract. When the value of a TA and its revisions is in excess of this limit, the TA must be forwarded to the PWGSC Contracting Authority for authorization.</p>	

APPENDIX B TO ANNEX "A"

CERTIFICATIONS AT THE TA STAGE

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

1. CERTIFICATION OF EDUCATION AND EXPERIENCE

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

Print name of authorized individual & sign above

Date

2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

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

Print name of authorized individual & sign above

Date

3. CERTIFICATION OF STATUS OF PERSONNEL

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

Print name of authorized individual & sign above

Date

4. CERTIFICATION OF LANGUAGE - English

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

**ATTACHMENT 5.1 TO PART 5
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 \(http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.173410787.154425323.1406223033\)](http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.173410787.154425323.1406223033).

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 employees (combined work force includes: permanent full-time, permanent part-time and temporary employees [temporary employees only includes those who have worked 12 weeks or more during a calendar year and who are not full-time students]).
- 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).