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NA

Ontario

LETTER OF INTEREST

LETTRE D'INTÉRÊT

Comments - Commentaires

Vendor/Firm Name and Address

Raison sociale et adresse du
fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution

Public Works and Government Services Canada
Ontario Region
10th Floor, 4900 Yonge Street
Toronto
Ontario
M2N 6A6

Title - Sujet Security Guard Services	
Solicitation No. - N° de l'invitation 47419-216063/A	Date 2020-08-26
Client Reference No. - N° de référence du client 47419-216063	GETS Ref. No. - N° de réf. de SEAG PW-\$TOR-016-7964
File No. - N° de dossier TOR-0-43034 (016)	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2020-10-15	
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: Grozdanovski, Tase	Buyer Id - Id de l'acheteur tor016
Telephone No. - N° de téléphone (647) 926-3756 ()	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

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 Information for the
Canada Border Services Agency –
National Security Guard Services Program**

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PART I: THE REQUEST FOR INFORMATION PROCESS.

1. INTRODUCTION

Public Services and Procurement Canada (PSPC) is requesting Industry feedback to assist with the formulation for contractor(s) to perform security guard services on behalf of the Canada Border Services Agency (CBSA) in support of the National Immigration Detention Framework (NIDF).

The purpose of this Request for Information (RFI) is to solicit relevant input from Industry regarding the project's scope, requirements, risks, potential costs, specific market information including price and availability and delivery schedule. This RFI is also to inform and prepare Industry for a potential future Request for Proposal (RFP).

Specific feedback from industry will assist the CBSA and PSPC team to define:

- a. the Statement of Work (SOW) in a manner that is understandable by Industry and meaningful to the CBSA's operational context,
- b. the impact on people, processes and industry of various concepts proposed and the organizational changes that will be required to support each conceptual solution; and
- c. the most appropriate procurement strategy that delivers the right services to the CBSA in a timely manner and streamline the procurement processes.

1.1 Nature of this Request for Information

This RFI is not a bid solicitation and it will not result in the award of any contract. Potential suppliers of any goods or services described in this RFI should not reserve inventory, nor allocate resources, as a result of any information contained in this RFI. Nor will this RFI result in the creation of any source list. Therefore, whether or not a potential supplier responds to this RFI will not preclude that supplier from participating in any future procurement. Also, the procurement of any of the goods and services described in this RFI will not necessarily follow this RFI. This RFI is simply intended to solicit feedback from industry with respect to the subject matter described within.

2. SECURITY REQUIREMENTS

There are no security requirements to respond to this RFI.

It is expected that any future procurement actions undertaken in support of the National Guard Services Requirement will require:

- a. PSPC – Canadian Industrial Security Directorate clearances of at least Designated Organization Screening (DOS), for the Contractor/Offeror, and
- b. PSPC – Canadian Industrial Security Directorate clearances of at least Reliability Status for the personnel of the Contractor/Offeror, and
- c. CBSA, will conduct its own Reliability Status assessment on the Contractor's personnel, and
- d. Airport Restricted Access Identity Card (RAIC) Pass.

2.1 Sponsorship

Early submission of application for Designated Organization Screening (DOS) security clearance is strongly encouraged due to the lengthy application process. If sponsorship is required, by bidders in potential future RFP's, they are encouraged to submit their requests to the Contracting Authority as soon as possible. Any resultant procurements will not be delayed in order to provide time for potential bidders to obtain required security clearances.

3. INSTRUCTIONS FOR RESPONDING TO THIS REQUEST FOR INFORMATION

3.1 Nature and Format of Responses Requested

Respondents are requested to provide their comments, concerns and recommendations regarding how the requirements or objectives described in this RFI could be satisfied. Comments regarding any aspect of the requirement are welcome. Respondents should explain any assumptions they make in their responses.

Responses will not be used for future competitive or comparative evaluation purposes, and thus the response format is not as rigorously defined as would normally be for an RFP. However, for ease of use and in order for the greatest value to be gained from responses, Canada requests that respondents follow the structure outlined in section 3.7.

3.2 Response Costs

Canada will not reimburse any respondents for expenses incurred in responding to this RFI.

3.3 Treatment of Responses

Use of Responses: Responses will not be formally evaluated. However, the responses received may be used by Canada to develop or modify the procurement approach, including future evaluation criteria. Canada will review all responses received before the RFI closing date. Canada may, at its discretion, review responses received after the RFI closing date.

Review Team: A review team composed of representatives of PSPC and CBSA will review the responses. Canada reserves the right to hire any independent consultant or to use any GOC resources that it considers necessary to review Industry input.

Confidentiality: Respondents should mark any portions of their response that they consider proprietary or confidential. Canada will handle the responses appropriately and in accordance with the relevant provisions of the *Access to Information Act*.

3.4 Contents of the RFI

The information contained in this document remains a work in progress and respondents should not assume that new requirements will not be added to any potential future RFP that is ultimately published by Canada. Respondents should likewise not assume that requirements may be deleted or revised.

This RFI does not imply that Canada has made a final decision on any future procurement. CBSA may not select any of the solutions identified in the responses. Canada will not be held liable under any circumstances to any supplier who has prepared a response to this RFI.

3.5 Format of Responses

Cover Page: If the response includes multiple volumes, respondents are requested to indicate on the front cover page of each volume the title of the response, the RFI number, the volume number and the full legal name of the respondent.

Title Page: The first page after the cover page should be the title page, which should contain the following information:

- a. the title of the respondent's response and the volume number;
- b. the name and address of the respondent;
- c. the name, address and telephone number of the respondent's contact;
- d. the date, and
- e. the RFI number.

Responses to this RFI may be in either of Canada's official languages, English or French.

3.6 Communications with Industry and enquiries

All enquiries and other communications related to this RFI must be directed exclusively to the PSPC Contracting Authority. Since this is not a bid solicitation, Canada will not necessarily respond to enquiries in writing or by circulating answers to all respondents; however, respondents with questions regarding this RFI may direct their enquiries to:

Contracting Authority:

Name: Tase Grozdanovski
Title: Supply Team Leader
Department: Public Services and Procurement Canada
Branch: Procurement Branch
Telephone: (647) 926-3756
Email: tase.grozdanovski@pwgsc-tpsgc.gc.ca

3.7 Submission of Responses

Time and Place for Submission of Responses: Responses should be delivered to the Contracting Authority via email, prior to the closing time and date indicated on page 1 of this document. Respondents interested in participating in the one-on-one meetings described in section 4.1, must deliver their response to the questions in part 3.

The RFI closing date is not the deadline for comments or input. Responses will be accepted any time up to the time when/if a potential future RFP is published. Canada may, at its discretion, review responses received after the RFI closing date.

Identification of Response: Each respondent should ensure that its name, return address, the RFI number appear legibly on the response.

Return of Response: Responses to this RFI will not be returned.

4. ENGAGEMENT APPROACH

4.1 Industry Engagement

The industry engagement process begins with this RFI and concludes when or if an official RFP or other competitive process begins. As the CBSA is in the options analysis stage of this requirement the Industry Engagement approach beyond Phase 2 is still in development. As such, this RFI may be amended or extended to add another phase for further consultations accordingly.

Phase 1 - Initial Feedback from Industry

Respondents interested in providing feedback are requested to respond to the list of questions in part III.

To assist, a draft Statement of Work is available. Interested suppliers must contact the Contracting Authority to coordinate.

Phase 2- Subsequent Information Sessions with Industry

One-on-One Meetings: These meetings are intended to provide industry participants an opportunity to engage in an open dialogue with PSPC and CBSA on the solutions being sought. Respondents interested in participating in the one-on-one meetings must deliver their responses to the questions in part III by September 16th, 2020, in order to qualify. For any responses received after that date, it will be at Canada's discretions if a one-on-one meeting will be held with that particular late respondent.

One-on-one meetings with qualified suppliers are tentatively scheduled to take place between September 23rd, 2020 and September 25th, 2020, and are expected to be completed using a virtual platform.

Registration Process for One-on-One meetings

Interested suppliers must register for the one-on-one meetings by:

- a. Informing the Contracting Authority identified in section 3.7, and
- b. Submitting their responses to the questions in part III, and
- c. Completing steps (a) and (b), by September 16th, 2020.

PART II: REQUIREMENT AND CONTEXT.

1. REQUIREMENT

CBSA operates Immigration Holding Centers (IHCs) for individuals detained under the *Immigration and Refugee Protection Act* (IRPA). The CBSA's IHCs admit detained individuals 24 hours per day, seven (7) days per week as a result of inland arrests made throughout each CBSA region, as well as those arrested and detained at any port of entry (POE) within the region including airports. The security guard services are required in the provinces of Quebec, Ontario, Manitoba, Alberta, Saskatchewan and British Columbia

The CBSA also operates day cells which are primarily used to hold individuals while they appear before the Immigration and Refugee Board (IRB) for an immigration proceeding or a detention review.

For all of the required locations, the Contractor's resources must:

1. Maintain custody and control of all individuals and their luggage and personal effects (for example, money, jewellery), and keep individuals safe and secure through regular observation, monitoring, engagement and intervention, when and where necessary;
2. Transport individuals and their luggage and personal effects to and from various locations within the region and across Canada; and,
3. Confirm the departure from Canada of individuals subject to a removal order or who have withdrawn an application to enter Canada and are issued an allowed to leave document under the IRPA. This includes individuals who are under a detention order, those who are released into the community and present themselves independently for removal, as well as those held within the airport awaiting their flight to their country of origin.

2. BACKGROUND

2.1 CBSA's Detention Program

Canada's IRPA stipulates who is inadmissible to Canada, including, but not limited to: security threats (espionage, subversion, terrorism, threat to Canadians etc.), human or international rights violators, and criminals (including organized crime). Under the IRPA, the CBSA has the authority to arrest, detain and remove permanent residents and foreign nationals who are found to be inadmissible to Canada.

The CBSA is the sole immigration detention authority, and as such, is responsible for the care and control of immigration detainees. Detention typically occurs at the beginning of the enforcement continuum but may occur at any stage of the immigration process. Persons are only detained when grounds for detention exist and no alternatives are available that might mitigate the risk posed by the individual if released.

When making detention decisions, CBSA officers are guided by the IRPA and its Regulations, as well as by the CBSA's detention policies and procedures. Every decision must be assessed on its own merits, and officers must always consider the impact releasing someone into the community would have on the safety of Canadians, or the integrity of the immigration continuum.

Detention can occur when:

- a) A CBSA officer has reasonable grounds to believe that the individual is inadmissible and:
 - i. could pose a danger to the public;

- ii. is unlikely to appear for immigration proceedings or scheduled removal (flight risk); or,
 - iii. their identity has not been established;
- b) A CBSA officer has reasonable grounds to suspect that the individual is inadmissible for security reasons, violating human or international rights, serious criminality, criminality or organized criminality;
- c) It is necessary to complete the immigration examination; or,
- d) A foreign national is designated as an irregular arrival by the Minister of Public Safety (16 years of age or older only).

For more information, please see the Detention Fact Sheet <http://www.cbsa-asfc.gc.ca/security-securite/arr-det-eng.html>.

2.2 CBSA's Removals Program

The CBSA has the statutory authority under the IRPA to arrest, detain, and remove any foreign national who is inadmissible to Canada. Immigration removal is an integral part of the CBSA's security and public safety mandate.

Any foreign national who is inadmissible to Canada may be subject to an inadmissibility report, written by either a Border Services Officer (BSO) at a POE, or an Inland Enforcement Officer (IEO) if the individual has entered Canada. Depending on the particular inadmissibility, a decision as to whether or not to issue a removal order will be made by a reviewing officer acting under the delegated authority of the Minister, or by the IRB.

The IRPA states that those individuals under an enforceable removal order must be removed as soon as possible. Once an individual is removal ready, an interview may be convened to ensure that a travel document is available. Travel arrangements are made and can range from driving an individual to the Canada-United States (US) border, to chartering a plane when an individual cannot be removed via commercial airliner. Decisions are made on whether the individual needs to be escorted and what routing to take. Once removal arrangements have been made, the individual is ready for removal from Canada. All individuals who depart Canada voluntarily or who are removed must have their departure or removal confirmed by a delegated official under the IRPA. In many cases, this authority has been delegated to security resources contracted by the CBSA who perform the function of departure confirmation. A departure is confirmed once the individual has boarded the plane, and the official ensures the departure is effected successfully; or, once the individual has entered the US through a land border. In both instances, the departure is acknowledged officially on the Confirmation of Departure form by the Contractor resource, signed and dated, and submitted to a CBSA officer for processing.

2.3 CBSA Immigration Detainees

The CBSA categorizes individuals as detained or non-detained. Individuals who do not require detention are released from CBSA custody into the community, and may be required to report back to the CBSA at a future date for their subsequent removal (where legislatively warranted). Individuals under examination at the POE may also be considered non-detained. The Contractor will liaise with individuals that fall under both the detained and non-detained category, depending on the task being performed.

When an individual is detained, a CBSA Officer performs a comprehensive risk assessment of each individual subject to detention in order to determine the placement of the individual to an IHC or a provincial correctional facility, as appropriate. Any individual assessed to be a public safety risk or with significant behavioural or medical issues may be detained in a more secure facility, such as a provincial correctional facility. The CBSA maintains the authority to determine the placement of individuals once the detention decision has been made.

The CBSA's immigration detainees are comprised of five (5) distinct groups;

- a) Male Adults;
- b) Female Adults;
- c) Families - A family is defined as one (1) female adult or one (1) male adult with dependent minor-aged children. These dependent minors may be either male or female, and are accompanying their parent(s) or a guardian residing at the IHC. The accompanied minor(s) may or may not have been referred for detention themselves;
- d) Unaccompanied Minors – An unaccompanied minor is defined as a male or female dependant minor-aged child not accompanied by either a parent or guardian; and,
- e) Other – In some instances an individual may be classified as a vulnerable population (pregnant, elderly, mental health concern, etc.) or (transgendered, transsexual, intersex, two-spirit, etc.). Special considerations for placement of these individuals in CBSA facilities will be made on a case-by-case basis, as necessary.

All individuals admitted to CBSA facilities are classified according to varying risk profiles. Risk level and placement within facilities will be in accordance with CBSA Post Orders and Standard Operating Procedures (POSOPs).

PART III: QUESTIONS TO INDUSTRY

QUESTIONS TO INDUSTRY

1. What is a reasonable transition time (e.g. number of weeks) from contract award to the full in-service requirement that would allow your company enough time to fit-up required fleet vehicles, as well as hire and train resources?
2. Without disclosing proprietary information, what contract aspects are you evaluated on by other clients that demonstrate the value added by your company that you believe would be beneficial to the CBSA?
3. Please list the Canadian provinces for which your company is able to provide licensed security resources.
4. Does your company have a preferred management structure in place to manage operations with a significant number of guard resources? (i.e., Supervisor per X number of guards, Manager, Operations Manager, etc.). Please explain.
5. Is there a certain contract length that would allow your company to achieve economies of scale?
6. Would user-dictated wage(s) assist in retaining resources on these types of requirements? Has your company done any research into wages that would be considered a "career wage" that would result in the retention of staff for longer durations? Do you believe this would help your company perform and meet the service levels stipulated in these requirements? How would your company demonstrate that the resources are receiving the wage dictated by the user?
7. Based on industry standards, it is anticipated that for pricing beyond a 3 year period, price indexing would be utilized (e.g. original rates to be multiplied by the Consumer Price Index (CPI) rate from Statistics Canada for the region in which services occur). Is there an alternate method to pricing that you would recommend, and if so, why?
8. Without disclosing proprietary information, describe the form of payment incentives that you receive on other security guard contracts. What are these payment incentives based on (e.g. performance indicators, time, etc.)? What percentage of the total contract value is generally used for incentives (provide explanation as to what amount would be ideal)?
9. If you receive incentives on one of your contracts, how do you manage the reporting requirements for incentive-based performance reporting? What is the required reporting mechanism to the client (end of day, bi-weekly, monthly, etc.)? Please provide any examples of potential indicators that could be used.
10. What falls into your responsibilities versus the client's responsibilities to ensure that the indicators are reported as per the agreement? Are any of the indicators tracking accomplished using systems/software?
11. Is your company able to deal with fluctuating resourcing levels (i.e., sick calls, vacations, etc.) on a daily basis? How does your company structure itself to deal with fluctuating resource requirements? What challenges does this pose for your company? What specific staffing strategies does your company employ in order to manage its workforce in a 24/7 operating environment?
12. How would your company manage and provide on-call resources (e.g., 4 hour notice). See section 9.2 of the SOW for complete details.

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13. What reporting structure between a guard services provider and the CBSA would allow for consistency and regional accountability (including resource management and oversight) for multiple service locations and reporting to various CBSA offices?
 14. What Key Performance Indicators (KPIs) would be useful to measure performance for this type of requirement? For your suggested KPIs, how would you recommend that incentives be used to achieve the expected performance?
 15. What strategies does your company use to recruit, train, and retain resources:
 - a) Who have driver's licences suitable for the operation of 12 passenger vehicles?
 - b) Who are bilingual?
 - c) Who have valid airport RAIC passes?
 - d) Who have valid airside access passes?
 16. How does your company ensure that resources meet the language requirements specified in the SOW?
 17. Does your company employ Indigenous persons or sub-contract with Indigenous companies?
 18. Does your company offer any specific training, skill development, or apprenticeships to Indigenous persons?
 19. Does the security guard labour markets in the respective areas (Quebec, Ontario, Manitoba, Alberta, Saskatchewan, and British Columbia) have Indigenous persons that are able to perform these duties listed in this requirement?
 20. Would your company be able to meet specific Indigenous related targets (hiring, training, % of contract value) if required by any resulting contract?
 21. Does your company have any strategies for recruitment and retention of Indigenous persons such as Community and Industry Engagement events in Indigenous communities?
 22. Does your company include mental health training such as the Road to Mental Readiness (from the Mental Health Commission of Canada; <https://www.mentalhealthcommission.ca/English/document/36176/road-mental-readiness-r2mr-one-page-overview>) in your training package to your resources? Do you provide/encourage ongoing mental health training for your resources after a specified period of time?
 23. Does your company provide any awareness or etiquette training for guard resources on the topic of Persons with Disabilities? If so, please describe.
 24. How do you certify the ability/standard of a resource's physical health to ensure that it is consistent with the required safety and security tasks that the job entails? How do you ensure this is continuously met?
 25. What criteria do you assess before promoting a resource to the role of Supervisor or above?
 26. Do you have any guard requirements that have a mandatory maximum staffing shortfall (ie shortfalls cannot exceed 10% for a given shift)? If yes, how is it managed monthly/quarterly average?
 27. The Covid-19 pandemic has disrupted labour markets across Canada and the Globe. In order to be better prepared for similar situations or future outbreaks any future contracts may be stipulate that the Contractor must provide Personal Protective Equipment (PPE) for their resources. Are there any other best practices or suggestions your company can offer with regards to this requirement to respond to similar events that may occur in the future? How has the Covid-19 pandemic impacted your company/industry overall (e.g. Increased pay or premiums for resources, PPE requirements, increased demand, etc.)?

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28. Historically, we have required that Contractors maintain Commercial General Liability insurance worth \$5,000,000.00 per accident or occurrence and Automobile Liability Insurance worth \$2,000,000.00 per accident or occurrence. Is this type and amount usual for a contract of this nature? If not, what amounts do you typically see required?
29. Does your company provide reports, invoices, etc., in an accessible or alternative electronic format?
30. Has your company made any advancements in greening operations? If so, could you please list them?
31. To forward the Government of Canada's initiatives to be more environmentally considerate, we are exploring adding criteria for the fleet vehicles required and wanted to know;
- a. Can your company provide fleet vehicles that are alternatively fueled vehicles? (ie. vehicles that run on fuel other than traditional petroleum fuels such as electrically fueled, hybrid electrically fueled, or biodiesel fueled vehicles).
 - b. Would this result in additional cost to Canada?
 - c. Do you find these requirements fair and reasonable?
 - d. If this requirement is made mandatory, would it prevent you from submitting a bid?
32. The draft evaluation criteria, outlining the mandatory and point rated requirements are listed in Annex A of this document. Annex A is subject to change in future procurements. Comments regarding any aspect of the evaluation criteria are welcome.

ANNEX A EVALUATION CRITERIA

PHASE 1 - TECHNICAL EVALUATION CRITERIA

1.0 Mandatory Technical Criteria

The Bidder must meet the mandatory technical criteria specified below. The Bidder must provide the necessary documentation to clearly demonstrate compliance with this requirement.

Simply repeating the statement contained in the bid solicitation is not sufficient.

Any bid which fails to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion should be addressed separately.

1.1 Definitions

The following definition applies throughout the evaluation criteria:

“Guard services” is defined as ensuring the physical security of property, locations, buildings and people.

“Guard resource” is defined as a Contractor resource that is responsible for ensuring the physical security of property, locations, buildings and people.

Mandatory Technical Criteria – Bidder’s Experience		
No.	Mandatory Criteria	Bid Preparation Instructions
M1.1	<p>The Bidder must demonstrate that they possess a valid* guarding agency license to operate in the appropriate province(s) within the specified Region.</p> <p>*Valid is defined as being active, not expired.</p>	<p>To demonstrate the required experience, the Bidder must submit the following information:</p> <ul style="list-style-type: none">i. A copy of the valid guarding agency license to operate in the specified Region’s province(s).
M1.2	<p>The Bidder must demonstrate that they have been providing guard services for a minimum of five consecutive (5) years within the last ten (10) years, at the time of Request for Proposal (RFP) closing.</p>	<p>To demonstrate the required experience, the Bidder must submit the following information:</p> <ul style="list-style-type: none">i. The name of the client organization;ii. Period of the services provided, including start and end dates (month and year, e.g. March 2014 to May 2015); and,iii. A brief description of the <i>Guard services</i> provided.

ANNEX A EVALUATION CRITERIA

M1.3	<p>The Bidder must demonstrate that it has provided guard services on a minimum two (2) Contracts that operate on a 24/7 schedule within the last five (5) years, at the time of RFP closing, where they provided a minimum of 35 guards on each Contract*.</p> <p>*For the Contract to qualify the services must have been rendered for a minimum of one consecutive (1) year (365 days) at the date of bid closing.</p>	<p>To demonstrate the required experience, the Bidder must submit the following information:</p> <ul style="list-style-type: none"> i. The name of the client organization; ii. The number of guards provided; iii. Period of the services provided, including start and end dates (month and year, e.g. March 2014 to May 2015); iv. A brief description of the <i>Guard services</i> provided; v. Contact information for reference check.
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2.0 Point-Rated Technical Criteria

Bids which meet all of the mandatory technical criteria will be evaluated and scored as specified in the tables inserted below. The Bidder should provide the necessary documentation to clearly demonstrate compliance with this requirement. Simply repeating the statement contained in the bid solicitation is not sufficient.

Bids which fail to obtain the required minimum number of points of **XX out of XX** will be declared non-responsive. Each point-rated technical criterion should be addressed separately.

CATEGORY	SCORE
R1: Total number of resources on a recent contract	XX
R2: Number of 24/7 <i>Guard services</i> contracts	XX
R3: Care and Control Activities	XX
R4: Performance and Quality Management	XX
R5: Client Relations Management	XX
R6: Security Resource Retention	XX
Overall Total Score	/ XX

**ANNEX A
EVALUATION CRITERIA**

Point-Rated Technical Criteria – Bidder's Experience				
No.	Description	Bid Preparation Instructions	Point Allocation	Score
R1	Total number of <i>Guard resources</i> required to be provided for any one (1) guard services contract in the last five (5) years.	<p>To demonstrate the required experience, the Bidder should submit the following information:</p> <ul style="list-style-type: none"> i) The name of the client organization; ii) Period of the services provided, including start and end dates (month and year, e.g. March 2019 to May 2019); iii) Total number of <i>Guard resources</i> 	<p>36 to 50 <i>Guard resources</i> = 5 points</p> <p>51 to 75 <i>Guard resources</i> = 10 points</p> <p>76 to 100 <i>Guard resources</i> = 15 points</p> <p>101 or more <i>Guard resources</i> = 20 points</p>	/XX
R2	<p>Total number of 24/7 <i>Guard services</i> contracts of at least 365 consecutive days in the last five (5) years with a minimum of 35 resources*.</p> <p>*the contract must require at least 35 resources over a consecutive 24 hour period</p>	<p>To demonstrate the required experience, the Bidder should submit the following information:</p> <ul style="list-style-type: none"> i) The name of the client organization; ii) Period of the services provided, including start and end dates (month and year, e.g. March 2019 to May 2019); iii) Total number of <i>Guard resources</i> required and supplied. 	<p>3 to 4 contracts = 5 points</p> <p>5 to 6 contracts = 10 points</p> <p>7 to 8 contracts = 15 points</p> <p>9 or more contracts = 20 points</p>	/XX

ANNEX A EVALUATION CRITERIA

R3: Point-Rated Technical Criteria – Care and Control Activities (xx points)		
<p><i>Background</i></p> <p>In the course of carrying out its authority, the CBSA aims to treat detained individuals with care, courtesy and respect.</p> <p>The CBSA works diligently to achieve this environment by ensuring that its obligations – providing for the safe and humane care and control of detainees – have been met while striving to deliver successful security supported by high levels of service.</p> <p>One of the CBSA's most significant business priorities is to ensure that guard services Contractors provide services in a manner that is fully aligned with these core values and strategic imperatives.</p> <p>Contractors should ensure that their guards demonstrate a desire for satisfying CBSA's expectations by enhancing overall security performance and ensuring the high-level care and control of CBSA's detainees.</p>		
Description	Bid Preparation Instructions	Score
<p>R3: Describe how the bidder will implement the provision of the required care and control services of individuals, as described in Annex A (Statement of Work, Section 1) by the use of specific resources, technologies, procedures, processes or practices.</p>	<p>The Bidder's response to this question should address, among other things, the Bidder's specific commitment(s) for:</p> <ul style="list-style-type: none"> (a) performing its responsibilities in continuous compliance with the Post Orders and Standard Operating Procedures (POSOPs), including without limitation any related amendments, changes or revisions, and in constructive collaboration with the CBSA; (b) representing the CBSA professionally and competently; (c) attaining implementation and resource understanding of any new requirements, processes, 	/xx

**ANNEX A
EVALUATION CRITERIA**

	<p>procedures and operations prescribed by the CBSA;</p> <p>(d) analyzing non-conformity issues and improvement opportunities;</p> <p>(e) responding to security incidents;</p> <p>(f) mitigating risk of incident reoccurrence;</p> <p>(g) implementing contingency plans or emergency preparedness plans in the event of a pandemic, labour dispute, security breach or heightened threat environment;</p> <p>(h) ensuring appropriate shift coverage with required number of resources;</p> <p>(i) any previous experience or examples in relation to the Bidder's commitment, ability or willingness to achieve high performance of care and control, transportation, and departure verification requirements.</p>	
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R4: Point-Rated Technical Criteria – Performance and Quality Management (xx points)

Background

One way the CBSA achieves its goals is through greater emphasis on performance measurement. CBSA's vision for performance measurement is grounded in the belief that the best means for achieving operational excellence is by measuring how a Security Contractor is doing, focusing on what is done best, learning from it and fixing what can be done better. It is also a means by which the CBSA can assure the Government of Canada, and the public, that it is getting value for money and that, as an organization, the CBSA is aware of the risks in detention security, is confronting those risks, and is succeeding.

One of the CBSA's priorities is to ensure performance and quality management regularly occurs by relying on third-party Security Contractors to supplement CBSA's performance and quality management framework with additional programs, systems or guidelines that comprehensively define associated performance and quality processes, activities and tools in a manner that enables incremental and measurable improvement in performance.

In order to achieve consistent and high quality services, Security Contractors are expected to monitor the overall quality of their business operations as a whole. While employees at every level of the Security Contractor's organization should be involved and engaged as part of this comprehensive quality approach, executives and managerial level employees in particular should demonstrate leadership and a comprehensive focus on quality as it relates to security and client satisfaction.

By providing accurate, relevant and specific performance information related to the delivery of security and other services, the CBSA also expects Security Contractors to foster an organizational culture that promotes information sharing, empowers security resources and supports continuous improvement with lessons learned from successes and failures.

	Bid Preparation Instructions	Score
R4: Describe how the Bidder will achieve performance and quality management in service delivery, and, ensure accurate and timely reporting in relation to the responsibilities as described in Annex A (Statement of Work) by the use of specific resources, technologies, procedures, processes or practices	<p>The Bidder's response to this question should address, among other things, the Bidder's specific commitment(s) for:</p> <p>(a) developing, implementing, monitoring/effectiveness and adjusting corrective actions as part of its comprehensive performance and quality management approach;</p> <p>(b) the types of performance and quality measurement data, in addition and</p>	/xx

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	<p>without limitation to any data required by CBSA, the Bidder proposes to collect and analyze for continuous improvement;</p> <p>(c) the number of full-time employees ("FTEs"), the Bidder proposes to use for performance and quality management of both resources and invoicing processes;</p> <p>(d) the roles and responsibilities of the Bidder's proposed FTEs for performance and quality management;</p> <p>(e) evaluating security resource performance;</p> <p>(f) maintain a high service levels in relation to any alterations to the requirement that CBSA may request;</p> <p>(g) monitoring, tracking and documenting the Bidder's performance in relation to the responsibilities described in Annex A (Statement of Work);</p> <p>(h) monitoring, tracking and documenting the Bidder's performance in relation to the commitments described in the Bidder's Technical bid;</p> <p>(i) reporting the results to CBSA, including without limitation the frequency of any such reporting, any or all of which may form the basis upon CBSA may review, inspect test or audit the Bidder's Technical bid pursuant, to the Contract;</p>	
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	<p>(j) controlling and assessing the accuracy of any data provided to CBSA; and,</p> <p>(k) previous experience or examples in relation to the Bidder's commitment, ability or willingness to achieve continuous improvement in service delivery and accurate and timely reporting.</p>	
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R5: Point-Rated Technical Criteria – Client Relations Management (xx points)

Background

CBSA's approach to its third-party service delivery model will be founded on a clear division of responsibilities with accountability for the management of its assigned functions and responding to changes in CBSA's business environment being the most significant undertakings for the Security Contractors.

The established framework will indicate a Security Contractor's degree of contribution to meeting CBSA's expected results, leading to improved client-contractor relationships. The CBSA strives to deal with changes affecting Security Contractors in a manner that focuses on shared responsibilities, accountability and continuous improvement at both the operational and executive level of the relationship.

By aligning with CBSA's strategic objectives, CBSA expects Security Contractors to apply a change management approach to support the successful implementation of various processes and technology improvements in order to lay the groundwork for the desired optimized operation

Questions	Bid Preparation Instructions	Score
R5: Describe how the Bidder will perform the responsibilities in relation to Client Relations Management as described in Annex A (Statement of Work) by the use of specific resources, technologies, procedures, processes and practices.	<p>The Bidder's response to this question should address, among other things, the Bidder's specific commitment(s) for:</p> <ul style="list-style-type: none"> (a) informing CBSA immediately upon becoming aware of any issue that may adversely affect CBSA's interests; (b) implementing proactive or reactive adjustments or changes to any Services or Deliverables as the Security Contractor may identify and CBSA may approve; (c) understanding and acting in CBSA's interests to resolve any issues; (d) the roles and responsibilities of the 	/xx

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	<p>Bidder's proposed FTEs for client relations management;</p> <p>(e) the name and resumé of a dedicated employee who the Bidder proposes to act as the CBSA Contract Representative. This individual will be the single point of contact for all matters relating to the services of the contract at the executive level, including without limitation questions on qualifications, experience, executive authority and corporate accountability;</p> <p>(f) the Bidder's proposed complaints escalation mechanism in the event CBSA is dissatisfied with the performance of the CBSA Contract Representative;</p> <p>(g) proactively meeting CBSA's needs, keeping the CBSA informed and providing solutions when appropriate at both the contract level and operational level; and,</p> <p>(h) performing its responsibilities for security resource provision and invoicing in continuous compliance with Annex B (Basis of Payment) and otherwise in accordance with the applicable policies and procedures.</p>	
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R6: Point-Rated Technical Criteria – Security Resource Retention (xx points)		
<p><i>Background</i></p> <p>CBSA is anticipating a variety of solutions from potential Security Contractors with superior management capabilities and business systems to supply a workforce that is engaged with its full attention and energy in the performance of security services within the specified Region. This is an opportunity for the CBSA to offer excellent and affordable security services to the Government of Canada that provide good value for money. It is also a chance for Security Contractors to benefit from longer-term contracts where they are well-positioned to invest time and resources in their systems and people.</p> <p>One of the CBSA's priorities is guaranteeing – through a third-party service delivery model – that optimum and appropriate working conditions exist for achieving the outcome of highly motivated and engaged security resources with reduced overall attrition. The CBSA is seeking concrete plans for achieving this outcome in a manner that encourages performance through cooperation, rewards and constructive feedback rather than through coercion and the threat of punishment.</p> <p>By mitigating the job entrenchment mindset, considering personal preferences in scheduling and recognizing performance, the CBSA expects Security Contractors to proportionately improve upon historical levels of absenteeism, attrition, morale, and engagement.</p>		
	Bid Preparation Instructions	Score
<p>P3: Describe how the Bidder proposes to ensure retention of competent security resources to perform the work requirements as described in Annex A (Statement of Work) by the use of specific resources, technologies, procedures, processes and practices.</p>	<p>The Bidder's response to this question should address, among other things, the Bidder's specific commitment(s) for:</p> <ul style="list-style-type: none"> (a) managing security resource retention; (b) planning for security resource succession and replacement due to the employment lifecycle, including without limitation retirement, attrition, absenteeism, extended leave and other factors; (c) minimizing costs associated with low motivation and engagement levels; (d) how the Bidder is competitive in the security market in order to retain resources (for example, mentorship, benefits, hiring full-time employees vs casual, etc.); 	/xx

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	<p>(e) engaging security resources with their full attention and energy;</p> <p>(f) motivating security resources to excel, including without limitation rewarding strong performance; and,</p> <p>(g) encouraging security resources to provide both formal and informal feedback and suggestions with respect to retention to the Security Contractor and CBSA on areas of improvement .</p>	
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ANNEX A EVALUATION CRITERIA

PHASE 2 - Presentation and Facility Tour/Demonstration

Bids which meet all of the mandatory technical criteria will be evaluated and scored as specified in the tables inserted below. The Bidder must provide the necessary presented information to clearly demonstrate compliance with this requirement in order to receive points. Simply repeating the statement contained in the bid solicitation is not sufficient.

Bids which fail to obtain the required minimum number of points of **XX out of XXX** will be declared non-responsive. Each presentation criterion should be addressed separately.

GUIDELINES

Bidders must confirm in writing any substantive oral clarification of their proposals made in the course of the presentation. Any such written clarification then becomes part of the Bidder's proposal and is binding if the Contract is awarded. The Contracting Authority will notify Bidders of the time and place of presentations. Presentations are tentatively scheduled for the week/month of [Date].

Bidders will be given XXX hours for their oral presentations. This time includes any necessary set-up and break-down time associated with the presentation. Additional time for any technical difficulties/interruptions that may occur during the oral presentation on behalf of the Bidder will not be granted.

Bidders are to demonstrate company systems (HR management, resource and fleet tracking, etc.) that may be useful in the completion of this requirement.

LOCATION

Presentations will take place at the Bidder's facility.

To facilitate evaluation, it is important that the oral presentations follow the guidelines specified in the RFP. Based on the limited time for the presentations, Bidders are responsible to manage their time.

CATEGORY	SCORE
P1: Service Delivery	/xx
P2: Security Resources	/xx
Overall Total Score	/xx

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P1: Presentation –Service Delivery (xx points)		
<p><i>Background</i></p> <p>The CBSA is the sole immigration detention authority, and as such, is responsible for the care and control of immigration detainees.</p> <p>The CBSA is confronted every day with the challenge of ensuring its immigration detainees are cared for in a humane manner while being detained by the CBSA for immigration processing. This requires a constant assessment of people, procedures and equipment to ensure that those involved in this service delivery are caring, engaged and positively connected to the CBSA's detainees, that requirements are met, that procedures work and are followed, and that any equipment is effective, optimized and used correctly. When all these elements are in place and operating at peak, the end result is the provision of better care for the CBSA's detainees.</p>		
	Bid Preparation Instructions	Score
<p>P1: Validate how the Bidder will achieve performance and quality management in service delivery, and, ensure accurate and timely reporting in relation to the responsibilities as described in R4: Performance and Quality Management by the demonstration of specific resources, technologies, procedures, processes and practices.</p>	<p>The Bidder's presentation to this question should demonstrate, among other things, the Bidder's specific resources, technologies, procedures, processes and practices presented in R4 for:</p> <p>(a) developing, implementing, monitoring/effectiveness and adjusting corrective actions as part of its comprehensive performance and quality management approach;</p> <p>(b) the types of performance and quality measurement data, in addition and without limitation to any data required by CBSA, the Bidder proposes to collect and analyze for continuous improvement;</p> <p>(c) maintain a high service levels in relation to any alterations to the requirement that CBSA may request</p> <p>(d) previous experience or examples in relation to the Bidder's commitment, ability or willingness to achieve continuous improvement in service delivery and accurate and timely reporting.</p>	/xx

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P2: Presentation – Security Resources (xx points)		
<p><i>Background</i></p> <p>Attaining the appropriate level of care and control of detainees without compromising security has been a goal for the CBSA since its creation in 2003 and, in that time of growth and development, the CBSA has made many adjustments. Many of these have been a result of program and operational reviews, which has put the CBSA in an excellent position to move forward with clear expectations of what it needs and wants from its Contractors.</p> <p>These expectations include managing security resources within the specified Region during all periods of operation to ensure a professional tone is maintained within an environment where security resources are motivated by their supervisors and managers to operate at peak performance through training, coaching and effective corrective action, where a sense of teamwork and purpose is pervasive, and where the performance of resources is continually monitored, adjusted, and improved to ensure optimal performance.</p> <p>One of the CBSA's most significant business issues in managing immigration detainees is its reliance on third-party Security Contractors for supervising and overseeing security resources in a manner beyond the traditional role of assigning duties and breaks. This is achieved by acting in the capacity of qualified leaders, coaches and mentors for security resources to ensure professional behaviours result in competent care and control for the CBSA's detainees.</p> <p>With a governance model for taking ownership of the security services and proactively managing security- and detainee-related incidents with knowledgeable and competent resources, Security Contractors are expected to demonstrate an ability to evaluate security resources on the merits of their performance by distinguishing between behavioral, competency, procedural or system failures and adapt supervisory responses beyond disciplinary measures.</p>		
	Bid Preparation Instructions	Score
<p>P2: Validate how the Bidder proposes to ensure appropriate security resources are available to perform the work required as described in Annex A (Statement of Work) by the use of specific resources, technologies, procedures, processes and practices.</p>	<p>The Bidder's presentation to this question should demonstrate their Human Resources Plans and Strategies:</p> <p>(a) provide a detailed and thorough presentation of each step or phase of the organization's recruitment process;</p> <p>(b) provide a detailed and thorough presentation of the organization's resource screening and selection processes;</p> <p>(c) provide a detailed and thorough presentation of the organization's risk mitigation strategies for resourcing levels</p>	/xx

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	(d) provide a detailed and thorough presentation of the organization's resource retention strategy	
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