



RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:
ePost Connect

SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION

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

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

Comments - Commentaires

Vendor/Firm Name and Address
Raison sociale et adresse du
fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution
Informatics Professional Services - EL Division/Services
professionnels en informatique - division EL
Terrasses de la Chaudière 4th Floor
10 Wellington Street
Gatineau
Québec
K1A 0S5

Title - Sujet VARIOUS INFORMATICS PROFESSIONAL	
Solicitation No. - N° de l'invitation 47060-197627/A	Amendment No. - N° modif. 011
Client Reference No. - N° de référence du client 1000337627	Date 2020-09-17
GETS Reference No. - N° de référence de SEAG PW-\$SEL-641-38288	
File No. - N° de dossier 641el.47060-197627	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2020-09-25	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Michaud(el div.), Daniel	Buyer Id - Id de l'acheteur 641el
Telephone No. - N° de téléphone (613) 858-8483 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

Instructions: Voir aux présentes

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

THIS AMENDMENT NUMBER 011 IS RAISED TO :

- 1) Update the contract Period and option periods; and
- 2) Update the following sections of the RFP.

- 1.2 (b) Summary ;
- 4.3 (c) (d) Financial Evaluation;
- 4.4 Basis of selection (a) (ii);
- 7.6 Contract Period (b) (i);
- Annex B – Basis of Payment;
- Attachment 3.1 Bid Evaluation Criteria – Resource Rated Requirements; and
- Attachment 4 – Pricing Schedule.

NOTE: All modifications or additions have been identified in **RED** in the RFP Bellow.

ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME

BID SOLICITATION

FOR CONTRACTS AGAINST A SUPPLY ARRANGEMENT

**FOR TASK- BASED INFORMATICS PROFESSIONAL SERVICES
(TBIPS)**

FOR

**VARIOUS INFORMATICS PROFESSIONAL RESOURCE CATEGORIES
(SEE HEREIN)**

REQUESTED BY

THE CANADA BORDER SERVICES AGENCY (CBSA)

THIS DOCUMENT CONTAINS SECURITY REQUIREMENTS.

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List of Annexes to the Resulting Contract:

Annex A - Statement of Work

Appendix A to Annex A - Tasking Assessment Procedure
Appendix B to Annex A - Task Authorization (TA) Form
Appendix C to Annex A - Resources Assessment Criteria and Response Table
Appendix D to Annex A - Certifications at the TA stage

Annex B – Basis of Payment

Annex C - Security Requirements Check List

List of Attachments Part 3 (Bid preparation instructions):

- Attachment “1”: Bid Submission Form
- Attachment “2”: Bid Evaluation Criteria – Corporate Mandatory Requirements
 - Attachment “2.1”: Bid Evaluation Criteria – Resource Mandatory Requirements
- Attachment “3”: Bid Evaluation Criteria – Corporate Rated Requirements
 - Attachment “3.1”: Bid Evaluation Criteria – Resource Rated Requirements
- Attachment “4”: Pricing Schedule
- Attachment “5”: Electronic Payment Instruments

List of Attachment to Part 5 (Certifications):

- Attachment “6”: Federal Contractors Program for Employment Equity – Certification
- Attachment “7” - Set-aside for Aboriginal business - Certification

PART 1 - GENERAL INFORMATION

1.1 Introduction

This document states terms and conditions that apply to this bid solicitation. It is divided into seven parts plus attachments and annexes, as follows:

Part 1 General Information: provides a general description of the requirement;

Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;

Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;

Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selection;

Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided;

Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by Bidders; and

Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The annexes include the Statement of Work, the Basis of Payment and the Security Requirements Check List.

1.2 Summary

- (a) This bid solicitation is being issued to satisfy the requirement of the Canada Border Services Agency (CBSA) (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 two (2) contracts in each of two (2) Workstreams, with each contract purchasing Work from only one (1) Workstream. Each contract will be for two (2) years plus **two (2) - two (2) year irrevocable** options allowing Canada to extend the term of the contract. Bidders do not have to submit a bid for each Workstream. In the event that a Bidder wants to bid on more than one Workstream, a separate technical bid should be submitted for each Workstream if the Bidder chooses to submit its bid in hard copies.
- (c) There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 – Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.
- (d) The Federal Contractor's Program (FCP) for employment equity applies to this procurement; see Part 5 – Certifications and Additional Information, Part 7 – Resulting Contract Clauses and the attachment titled "Federal Contractors Program for Employment Equity – Certification."
- (e) This procurement is set aside under the federal government Procurement Strategy for Aboriginal Business. For more information on Aboriginal business requirements of the Set-aside Program for Aboriginal Business, refer to Annex 9.4 of the Supply Manual.
- (f) This procurement is set aside from the international trade agreements under the provision each has for measures with respect to Aboriginal peoples or for set-asides for small and minority businesses.

- (g) Further to Article 800 of the Canadian Free Trade Agreement (CFTA), CFTA does not apply to this procurement.
- (h) This bid solicitation allows bidders to use the epost Connect service provided by Canada Post Corporation for bid submission. Bidders must refer to Part 2 of the bid solicitation entitled Bidder Instructions for further information.
- (i) Only Aboriginal TBIPS SA Holders currently holding a TBIPS SA for Tier 2, all required resource categories of a given Workstream in this 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.
- (j) SA Holders that are invited to compete as a joint venture must submit a bid as that joint venture SA Holder, forming no other joint venture to bid. Any joint venture must be already qualified under the SA #EN578-170432 as that joint venture at the time of bid closing in order to submit a bid.
- (k) For each Workstream, the Resource Categories described below are required on an as and when requested basis in accordance with the TBIPS SA Annex "A":

WORKSTREAM 1

Resource Category	Level of Expertise	Estimated Number of Resources Required Per Year
A.1 - Application/Software Architect (Analytics)	3	2
A.6 - Programmer/Software Developer	3	2
A.6 - Programmer/Software Developer	2	2
A.7 - Programmer/Analyst	3	2
I.2 - Database Administrator	3	2
I.3. - Database Analyst / IM Administrator	3	2
I.3. - Database Analyst / IM Administrator (Data Engineer)	3	2
I.4 - Database Modeller / IM Modeller	3	2
I.4 - Database Modeller/IM Modeller (Data Architect)	3	2
I.5 - IM Architect	3	2
I.5 - IM Architect (Data Scientist)	3	2
I.5 - IM Architect (Privacy Architect)	3	2
I.11 - Technology Architect	3	2

WORKSTREAM 2

Resource Category	Level of Expertise	Estimated Number of Resources Required Per Year
B.1 - Business Analyst	2	2
B.1 - Business Analyst	3	2
B.1. - Business Analyst (Data Analyst/Data Quality Analyst)	2	2
B.1 - Business Analyst (Data Analyst/Data Quality Analyst)	3	2
B.2. Business Architect	2	2
B.2 - Business Architect	3	2
B.3 - Business Consultant	2	2
B.3 - Business Consultant	3	2
B.5 - Business Process Re-engineering (BPR) Consultant	3	2
B.11 - Instructor, Information Technology	3	2
P.1 - Change Management Consultant	3	2
P.5 - Project Executive	3	2
P.9 - Project Manager	2	2
P.9 - Project Manager	3	2
P.12 - Risk Management Specialist	3	2

1.3 Debriefings

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days from receipt of the results of the bid solicitation process. The debriefing may be provided in writing, by telephone or in person.

1.4 Conflict of Interest

- (a) Bidders are advised to refer to Conflict of Interest provisions at Article 18 of SACC 2003, Standard Instructions – Goods or Services – Competitive Requirements (dated 2019-03-04) and Conflict of Interest provisions of SACC 2035, General Condition – Higher Complexity – Services (dated 2020-05-28) available on the Public Works and Government Services Canada (PWGSC) Website.
- (b) Bidders are advised that Canada will not accept a bid from the following resource and private sector contractor as they have provided assistance and services in preparing strategies and documentation related to this procurement process. In addition, Bidders are advised that a bid will

be rejected if any of the resources or private sector contractors listed below was involved in any manner in the preparation of its bid.

RESOURCE NAME	CONTRACTOR
Akrouche, Gus	Strategic Relationships Solutions Inc. O/A: SRS

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

- (a) All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.
- (b) Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract(s).
- (c) The 2003 (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 3.a. of Section 01, Integrity provisions - bid of Standard Instructions 2003 incorporated by reference above is deleted in its entirety and replaced with the following:
 - a. at the time of submitting an arrangement under the Request for Supply Arrangement (RFSA), the Bidder has already provided a list of names, as requested under the *Ineligibility and Suspension Policy*. During this procurement process, the Bidder must immediately inform Canada in writing of any changes affecting the list of names.
- (e) Subsection 4 of Section 05, Submission of bids of Standard Instructions 2003 incorporated by reference above, is amended as follows:

Delete: 60 days

Insert: 180 days
- (f) Subsection 1 of Section 08, Transmission by facsimile or by epost Connect of Standard Instructions 2003 incorporated by reference above, is deleted and replaced by the following:
 - 1. Facsimile

Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail to PWGSC will not be accepted.

2.2 Submission of Bids

- (a) Bids must be submitted only to the Public Works and Government Services Canada (PWGSC) Bid Receiving Unit **via e-post Connect** by the date and time indicated on page one of the bid solicitation.

Note: For bidders needing to register with epost Connect the email address is: tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca. **Interested Bidders must register a few days prior to solicitation closing date.**

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 PWGSC will not be accepted.

2.3 Enquiries - Bid Solicitation

- (a) All enquiries must be submitted in writing to the Contracting Authority no later than five (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 question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated, and the enquiry can be answered with copies to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

2.4 Former Public Servant

- (a) Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, Bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

- (b) **Definitions**

For the purposes of this clause, "*former public servant*" is any former member of a department as defined in the [Financial Administration Act](#), R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- (i) an individual;
- (ii) an individual who has incorporated;
- (iii) a partnership made of former public servants; or
- (iv) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"*lump sum payment period*" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"*pension*" means a pension or annual allowance paid under the [Public Service Superannuation Act](#) (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the [Supplementary Retirement Benefits Act](#), R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the [Canadian Forces Superannuation Act](#), R.S., 1985, c. C-17, the [Defence Services Pension Continuation Act](#), 1970, c. D-3, the [Royal Canadian Mounted Police Pension Continuation Act](#), 1970, c. R-10, and the [Royal Canadian Mounted Police Superannuation Act](#), R.S., 1985, c. R-11, the [Members of Parliament Retiring Allowances Act](#), R.S. 1985, c. M-5, and that portion of pension payable to the [Canada Pension Plan Act](#), R.S., 1985, c. C-8.

(c) **Former Public Servant in Receipt of a Pension**

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes () No ()**

If so, the Bidder must provide the following information, for all FPSs in receipt of a pension, as applicable:

- (i) name of former public servant;
- (ii) date of termination of employment or retirement from the Public Service.

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2012-2](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

(d) **Work Force Adjustment Directive**

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

If so, the Bidder must provide the following information:

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

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

2.5 Applicable Laws

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

Note to Bidders: Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of its bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of its choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidder. Bidders are requested to indicate the Canadian province or territory they wish to apply to any resulting contract in their Bid Submission Form.

2.6 Improvement of Requirement during Solicitation Period

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to

the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reasons for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority in accordance with the article entitled "Enquiries - Bid Solicitation". Canada will have the right to accept or reject any or all suggestions.

2.7 Basis for Canada's Ownership of Intellectual Property

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

2.8 Volumetric Data

The estimated number of resources required per resource category has been provided to Bidders to assist them in preparing their bids. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future usage of the service identified in this bid solicitation will be consistent with this data. It is provided purely for information purposes.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

(a) Epost Connect Bid Submission

- (i) Canada requires that the Bidder submit their electronic bid in accordance with section 08 of the 2003 Standard Instructions. The epost Connect system has a limit of 1GB per single message posted and a limit of 20GB per conversation.
- (ii) The bid must be gathered per section and separated as follows:
 - (A) Section I: Technical Bid
 - (B) Section II: Financial Bid
 - (C) Section III: Certifications
- (iii) Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.
- (iv) For further information please refer to article 08 - Transmission by facsimile or by epost Connect at <https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/1/2003/23#transmission-by-facsimile>.

(b) Format for Bid: Canada requests that Bidders follow the format instructions described below in the preparation of their bid:

- (i) use 8.5 x 11 inch (216 mm x 279 mm) page size;
- (ii) use a numbering system that corresponds to the bid solicitation;
- (iii) include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, bidder's name and address and contact information of its representative; and
- (iv) include a table of contents.

(c) Canada's Policy on Green Procurement: In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process. See the Policy on Green Procurement (<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573>). To assist Canada in reaching its objectives, Bidders should:

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

(d) Submission of Only One Bid:

- (i) A Bidder, including related entities, will be permitted to submit only one bid in response to this bid solicitation. If a Bidder or any related entities participate in more than one bid (participating means being part of the Bidder, not being a subcontractor), Canada will provide those Bidders with 2 working days to identify the single bid to be considered by Canada. Failure to meet this deadline will result in all the affected bids being disqualified. A single bid may contain bids to be awarded a contract in one or more Workstreams. However, a bid may not contain a bid from the Bidder, including related entities to be awarded more than one contract in any given Workstream.

- (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.

(e) Joint Venture Experience:

- (i) Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

Example: A bidder is a joint venture consisting of members L and O. A bid solicitation requires that the bidder demonstrate experience providing maintenance and help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), the bidder has previously done the work. This bidder can use this experience to meet the requirement. If member L obtained this experience while in a joint venture with a third party N, however, that experience cannot be used because the third party N is not part of the joint venture that is bidding.
- (ii) A joint venture bidder may rely on the experience of one of its members to meet any given technical criterion of this bid solicitation.

Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance service, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.
- (iii) Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submit this information within the period set by the Contracting Authority, its bid will be declared non-responsive.

Example: A bidder is a joint venture consisting of members A and B. If a bid solicitation requires that the bidder demonstrate experience providing resources for a minimum number of 100 billable days, the bidder may demonstrate that experience by submitting either:

- Contracts all signed by A;
- Contracts all signed by B; or
- Contracts all signed by A and B in joint venture, or
- Contracts signed by A and contracts signed by A and B in joint venture, or
- Contracts signed by B and contracts signed by A and B in joint venture.

That show in total 100 billable days.

- (iv) Any Bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the bid solicitation period.

3.2 Section I: Technical Bid

- (a) The technical bid consists of the following:

- (i) **Bid Submission Form:** Bidders are requested to include 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 and the Bidder's Procurement Business Number, etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.

- (ii) **Substantiation of Technical Compliance:** The technical bid must substantiate the compliance with the specific articles of Attachment “2”, Attachment “2.1”, Attachment “3” and Attachment “3.1” which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirements, but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or resources comply is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be considered non-responsive and disqualified. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the “Bidder's Response” column of Attachment “2” and Attachment “3”, where Bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.

- (iii) **Customer Reference Contact Information:**

- (A) The Bidder must provide customer references. The customer reference must each confirm, if requested by PWGSC, the facts identified in the Bidder's bid, as required by Attachment “2”, Attachment “2.1”, Attachment “3” and Attachment “3.1”.

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

Sample Question to Customer Reference: “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 and either the telephone number or e-mail address for a contact person. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.

Bidders are also requested to include the title of the contact person. It is the sole responsibility of the Bidder to ensure that it provides a contact who is knowledgeable about the services the Bidder has provided to its customer and who is willing to act as a customer reference. Crown references will be accepted.

3.3 Section II: Financial Bid

- (a) **Pricing:** Bidders must submit their financial bid in accordance with the Pricing Schedule provided in Attachment "4". The total amount of Applicable Taxes must be shown separately, if applicable. Unless otherwise indicated, bidders must include a single, firm, all-inclusive per diem rate quoted in Canadian dollars in each cell requiring an entry in the pricing tables.
- (b) **Variation in Resource Rates By Time Period:** For any given resource category, where the financial tables provided by Canada allow different firm rates to be charged for a resource category during different time periods:
- (i) the rate bid must not increase by more than 5% from one time period to the next, and
 - (ii) the rate bid for the same resource category during any subsequent time period must not be lower than the rate bid for the time period that includes the first month of the Initial Contract Period.
- (c) **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.
- (d) **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.
- (e) **Electronic Payment of Invoices – Bid:** If you are willing to accept payment of invoices by Electronic Payment Instruments, complete Attachment "5" Electronic Payment Instruments, to identify which ones are accepted. If Attachment "5" Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices. Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

3.4 Section III: Certifications

It is a requirement that bidders submit the certifications and additional information identified under Part 5.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria. There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.
- (b) An evaluation team composed of representatives of the Client and PWGSC will evaluate the bids on behalf of Canada. Canada may hire any independent consultant, or use any Government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- (c) In addition to any other time periods established in the bid solicitation:
 - (i) **Requests for Clarifications:** If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 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.
 - (iii) **Extension of Time:** If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

4.1.1 Phased Bid Compliance Process

4.1.1.1 General

- (a) Canada will conduct the Phased Bid Compliance Process (PBCP) described below for this requirement ONLY if Canada receives four (4) or fewer Bids by the bid solicitation closing date.
- (b) Notwithstanding any review by Canada at Phase I or II of the PBCP, Bidders are and will remain solely responsible for the accuracy, consistency and completeness of their Bids and Canada does not undertake, by reason of this review, any obligations or responsibility for identifying any or all errors or omissions in Bids or in responses by a Bidder to any communication from Canada.

THE BIDDER ACKNOWLEDGES THAT THE REVIEWS IN PHASE I AND II OF THIS PBCP ARE PRELIMINARY AND DO NOT PRECLUDE A FINDING IN PHASE III THAT THE BID IS NON-RESPONSIVE, EVEN FOR MANDATORY REQUIREMENTS WHICH WERE SUBJECT TO REVIEW IN PHASE I OR II AND NOTWITHSTANDING THAT THE BID HAD BEEN FOUND RESPONSIVE IN SUCH EARLIER PHASE. CANADA MAY DEEM A BID TO BE NON-RESPONSIVE TO A MANDATORY REQUIREMENT AT ANY PHASE. THE BIDDER ALSO ACKNOWLEDGES THAT ITS RESPONSE TO A NOTICE OR A COMPLIANCE ASSESSMENT REPORT (CAR) (EACH DEFINED BELOW) IN PHASE I OR II MAY NOT BE SUCCESSFUL IN RENDERING ITS BID RESPONSIVE TO THE MANDATORY REQUIREMENTS THAT ARE

THE SUBJECT OF THE NOTICE OR CAR, AND MAY RENDER ITS BID NON-RESPONSIVE TO OTHER MANDATORY REQUIREMENTS.

- (c) Canada may, in its discretion, request and accept at any time from a Bidder and consider as part of the Bid, any information to correct errors or deficiencies in the Bid that are clerical or administrative, such as, without limitation, failure to sign the Bid or any part or to checkmark a box in a form, or other failure of format or form or failure to acknowledge; failure to provide a procurement business number or contact information such as names, addresses and telephone numbers; inadvertent errors in numbers or calculations that do not change the amount the Bidder has specified as the price or of any component thereof that is subject to evaluation. This shall not limit Canada's right to request or accept any information after the bid solicitation closing in circumstances where the bid solicitation expressly provides for this right. The Bidder will have the time period specified in writing by Canada to provide the necessary documentation. Failure to meet this deadline will result in the Bid being declared non-responsive.
- (d) The PBCP does not limit Canada's rights under Standard Acquisition Clauses and Conditions (SACC) 2003 (2019-03-04) Standard Instructions – Goods or Services – Competitive Requirements nor Canada's right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly provides for this right, or in the circumstances described in subsection (c).
- (e) Canada will send any Notice or CAR by any method Canada chooses, in its absolute discretion. The Bidder must submit its response by the method stipulated in the Notice or CAR. Responses are deemed to be received by Canada at the date and time they are delivered to Canada by the method and at the address specified in the Notice or CAR. An email response permitted by the Notice or CAR is deemed received by Canada on the date and time it is received in Canada's email inbox at Canada's email address specified in the Notice or CAR. A Notice or CAR sent by Canada to the Bidder at any address provided by the Bidder in or pursuant to the Bid is deemed received by the Bidder on the date it is sent by Canada. Canada is not responsible for late receipt by Canada of a response, however caused.

4.1.1.2 Phase I: Financial Bid

- (a) After the closing date and time of this bid solicitation, Canada will examine the Bid to determine whether it includes a Financial Bid and whether any Financial Bid includes all information required by the solicitation. Canada's review in Phase I will be limited to identifying whether any information that is required under the bid solicitation to be included in the Financial Bid is missing from the Financial Bid. This review will not assess whether the Financial Bid meets any standard or is responsive to all solicitation requirements
- (b) Canada's review in Phase I will be performed by officials of the Department of Public Works and Government Services.
- (c) If Canada determines, in its absolute discretion that there is no Financial Bid or that the Financial Bid is missing all of the information required by the bid solicitation to be included in the Financial Bid, then the Bid will be considered non-responsive and will be given no further consideration.
- (d) For Bids other than those described in c), Canada will send a written notice to the Bidder ("Notice") identifying where the Financial Bid is missing information. A Bidder, whose Financial Bid has been found responsive to the requirements that are reviewed at Phase I, will not receive a Notice. Such Bidders shall not be entitled to submit any additional information in respect of their Financial Bid.

- (e) The Bidders who have been sent a Notice shall have the time period specified in the Notice (the "Remedy Period") to remedy the matters identified in the Notice by providing to Canada, in writing, additional information or clarification in response to the Notice. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the Notice.
- (f) In its response to the Notice, the Bidder will be entitled to remedy only that part of its Financial Bid which is identified in the Notice. For instance, where the Notice states that a required line item has been left blank, only the missing information may be added to the Financial Bid, except that, in those instances where the addition of such information will necessarily result in a change to other calculations previously submitted in its Financial Bid, (for example, the calculation to determine a total price), such necessary adjustments shall be identified by the Bidder and only these adjustments shall be made. All submitted information must comply with the requirements of this solicitation.
- (g) Any other changes to the Financial Bid submitted by the Bidder will be considered to be new information and will be disregarded. There will be no change permitted to any other Section of the Bidder's Bid. Information submitted in accordance with the requirements of this solicitation in response to the Notice will replace, in full, **only** that part of the original Financial Bid as is permitted above, and will be used for the remainder of the bid evaluation process.
- (h) Canada will determine whether the Financial Bid is responsive to the requirements reviewed at Phase I, considering such additional information or clarification as may have been provided by the Bidder in accordance with this Section. If the Financial Bid is not found responsive for the requirements reviewed at Phase I to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase I to the satisfaction of Canada, will receive a Phase II review.

4.1.1.3 Phase II: Technical Bid

- (a) Canada's review at Phase II will be limited to a review of the Technical Bid to identify any instances where the Bidder has failed to meet any Eligible Mandatory Criterion. This review will not assess whether the Technical Bid meets any standard or is responsive to all solicitation requirements. Eligible Mandatory Criteria are all mandatory technical criteria that are identified in this solicitation as being subject to the PBCP. Mandatory technical criteria that are not identified in the solicitation as being subject to the PBCP, will not be evaluated until Phase III.
- (b) Canada will send a written notice to the Bidder (Compliance Assessment Report or "CAR") identifying any Eligible Mandatory Criteria that the Bid has failed to meet. A Bidder whose Bid has been found responsive to the requirements that are reviewed at Phase II will receive a CAR that states that its Bid has been found responsive to the requirements reviewed at Phase II. Such Bidder shall not be entitled to submit any response to the CAR.
- (c) A Bidder shall have the period specified in the CAR (the "Remedy Period") to remedy the failure to meet any Eligible Mandatory Criterion identified in the CAR by providing to Canada in writing additional or different information or clarification in response to the CAR. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the CAR.
- (d) The Bidder's response must address only the Eligible Mandatory Criteria listed in the CAR as not having been achieved, and must include only such information as is necessary to achieve such compliance. Any additional information provided by the Bidder which is not necessary to achieve such compliance will not be considered by Canada, except that, in those instances where such a response to the Eligible Mandatory Criteria specified in the CAR will necessarily result in a consequential change to other parts of the Bid, the Bidder shall identify such additional changes, provided that its response must not include any change to the Financial Bid.

- (e) The Bidder's response to the CAR should identify in each case the Eligible Mandatory Criterion in the CAR to which it is responding, including identifying in the corresponding section of the original Bid, the wording of the proposed change to that section, and the wording and location in the Bid of any other consequential changes that necessarily result from such change. In respect of any such consequential change, the Bidder must include a rationale explaining why such consequential change is a necessary result of the change proposed to meet the Eligible Mandatory Criterion. It is not up to Canada to revise the Bidder's Bid, and failure of the Bidder to do so in accordance with this subparagraph is at the Bidder's own risk. All submitted information must comply with the requirements of this solicitation.
- (f) Any changes to the Bid submitted by the Bidder other than as permitted in this solicitation, will be considered to be new information and will be disregarded. Information submitted in accordance with the requirements of this solicitation in response to the CAR will replace, in full, **only** that part of the original Bid as is permitted in this Section.
- (g) Additional or different information submitted during Phase II permitted by this section will be considered as included in the Bid, but will be considered by Canada in the evaluation of the Bid at Phase II only for the purpose of determining whether the Bid meets the Eligible Mandatory Criteria. It will not be used at any Phase of the evaluation to increase or decrease any score that the original Bid would achieve without the benefit of such additional or different information. For instance, an Eligible Mandatory Criterion that requires a mandatory minimum number of points to achieve compliance will be assessed at Phase II to determine whether such mandatory minimum score would be achieved with such additional or different information submitted by the Bidder in response to the CAR. If so, the Bid will be considered responsive in respect of such Eligible Mandatory Criterion, and the additional or different information submitted by the Bidder shall bind the Bidder as part of its Bid, but the Bidder's original score, which was less than the mandatory minimum for such Eligible Mandatory Criterion, will not change, and it will be that original score that is used to calculate any score for the Bid.
- (h) Canada will determine whether the Bid is responsive for the requirements reviewed at Phase II, considering such additional or different information or clarification as may have been provided by the Bidder in accordance with this Section. If the Bid is not found responsive for the requirements reviewed at Phase II to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase II to the satisfaction of Canada, will receive a Phase III evaluation.

4.1.1.4 Phase III: Final Evaluation of the Bid

- (a) In Phase III, Canada will complete the evaluation of all Bids found responsive to the requirements reviewed at Phase II. Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) A Bid is non-responsive and will receive no further consideration if it does not meet all mandatory evaluation criteria of the solicitation.

4.2 Technical Evaluation

A separate technical evaluation will be conducted for each Workstream.

(a) Mandatory Technical Criteria:

- (i) Each bid will be reviewed for compliance with the mandatory requirements of the bid solicitation. Any element of the bid solicitation that is identified specifically with the words "must" or "mandatory" is a mandatory requirement. Bids that do not comply with each and every mandatory requirement will be declared non-responsive and be disqualified.

- (ii) The mandatory technical criteria are described in Attachment “2” and Attachment “2.1”.
- (iii) If the Phased Bid Compliance Process applies, it will apply to all mandatory technical criteria.
- (b) **Point-Rated Technical Criteria:**
 - (i) Each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly.
 - (ii) The rated requirements are described in Attachment “3” and Attachment “3.1”.
- (c) **Reference Checks:**
 - (i) Whether or not to conduct reference checks is discretionary. However, if PWGSC chooses to conduct reference checks for any given rated or mandatory requirement, it will check the references for that requirement for all bidders to be recommended for contract award.
 - (ii) For reference checks, Canada will conduct the reference check in writing by email. Canada will send all email reference check requests to contacts supplied by all the Bidders on the same day using the email address provided in the bid. Canada will not award any points and/or a bidder will not meet the mandatory experience requirement (as applicable) unless the response is received within 5 working days of the date that Canada's email was sent.
 - (iii) On the third working day after sending out the reference check request, if Canada has not received a response, Canada will notify the Bidder by email, to allow the Bidder to contact its reference directly to ensure that it responds to Canada within 5 working days. If the individual named by a Bidder is unavailable when required during the evaluation period, the Bidder may provide the name and email address of an alternate contact person from the same customer. Bidders will only be provided with this opportunity once for each customer, and only if the originally named individual is unavailable to respond (i.e., the Bidder will not be provided with an opportunity to submit the name of an alternate contact person if the original contact person indicates that he or she is unwilling or unable to respond). The Bidder will have 1 working day 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.
 - (iv) Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated.
 - (v) Points will not be allocated and/or a bidder will not meet the mandatory experience requirement (as applicable) if (1) the reference customer states he or she is unable or unwilling to provide the information requested, or (2) the customer reference is not a customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder instead of being a customer of the Bidder itself). Nor will points be allocated or a mandatory met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Bidder.

4.3 Financial Evaluation

- (a) The financial evaluation will be conducted using the firm per diem rates provided by the responsive bid(s). A separate financial evaluation will be conducted for each Workstream.
- (b) There are two possible financial evaluation methods for this requirement. The first method will be used if three or more bids are determined responsive (see (c) Financial Evaluation - Method A below). The second method will be used if fewer than three bids are determined responsive (see (d) Financial Evaluation - Method B below).

(c) **Financial Evaluation - Method A:** The following financial evaluation method will be used if three or more bids are determined responsive:

- (i) **STEP 1 - ESTABLISHING THE LOWER AND UPPER MEDIAN BAND LIMITS FOR EACH PERIOD AND EACH RESOURCE CATEGORY:** The Contracting Authority will establish, for each period and each Resource Category of each Workstream, the median band limits based on the firm per diem rates provided by the technically responsive bids. For each such Resource Category the median will be calculated using the median function in Microsoft Excel and will represent a range that encompasses any rate to a value of minus (-) 10% of the median, and an upper median rate to a value of plus (+) 35% of the median. When an even number of technically responsive bids have been determined, an average of the middle two rates will be used to calculate the median band limits and for an odd number of technically responsive bids, the middle rate will be used.
- (ii) **STEP 2 - POINTS ALLOCATION:** For each period and each Resource Category of each Workstream points will be allocated as follows:
- (A) A Bidder's proposed firm per diem rate that is either lower than the established lower median band limit or higher than the established upper median band limit for that period and Resource Category will be allocated 0 points.
- (B) A Bidder's proposed firm per diem rate falling within the upper and lower median band limits, for that period and Resource Category, will be allocated points using the following calculation, which will be rounded to two decimal places:
- $$\frac{\text{Lowest proposed firm per diem rate within the median band limits}}{\text{Bidder's proposed firm per diem rate within the median band limits}} \times \text{Maximum Points Assigned at Table 1 below}$$
- (C) A Bidder's proposed firm per diem rate falling within the established median band limits which is the lowest proposed firm per diem rate will be allocated the applicable maximum points assigned at Table 1 below.

TABLE 1 - MAXIMUM POINTS ASSIGNED					
WORKSTREAM 1					
RESOURCE CATEGORIES	LEVEL OF EXPERTISE	INITIAL CONTRACT PERIOD (2 YEARS)	OPTION PERIOD 1 (2 YEARS)	OPTION PERIOD 2 (2 YEARS)	TOTAL POINTS
Application/Software Architect (Analytics)	LEVEL 3	200	200	200	600
Programmer/Software	LEVEL 3	200	200	200	600
Programmer/Software	LEVEL 2	200	200	200	600
Programmer/Analyst	LEVEL 3	200	200	200	600
Database Administrator	LEVEL 3	200	200	200	600
Database Analyst / IM Administrator	LEVEL 3	200	200	200	600

Solicitation Number:
47060-197627

Amendment Number:
011

Buyer ID:
641EL

Database Analyst / IM Administrator (Data Engineer)	LEVEL 3	200	200	200	600
Database Modeller / IM Modeller	LEVEL 3	200	200	200	600
Database Modeller/IM Modeller (Data Architect)	LEVEL 3	200	200	200	600
IM Architect	LEVEL 3	200	200	200	600
IM Architect (Data Scientist)	LEVEL 3	200	200	200	600
IM Architect (Privacy Architect)	LEVEL 3	200	200	200	600
Technology Architect	LEVEL 3	200	200	200	600
TOTAL – WORKSTREAM 1		2,600	2,600	2,600	7,800
WORKSTREAM 2					
RESOURCE CATEGORIES	LEVEL OF EXPERTISE	INITIAL CONTRACT PERIOD (2 YEARS)	OPTION PERIOD 1 (2 YEARS)	OPTION PERIOD 2 (2 YEARS)	TOTAL POINTS
Business Analyst	LEVEL 2	200	200	200	600
Business Analyst	LEVEL 3	200	200	200	600
Business Analyst (Data Analyst/Data Quality Analyst)	LEVEL 2	200	200	200	600
Business Analyst (Data Analyst/Data Quality Analyst)	LEVEL 3	200	200	200	600
Business Architect	LEVEL 2	200	200	200	600
Business Architect	LEVEL 3	200	200	200	600
Business Consultant	LEVEL 2	200	200	200	600
Business Consultant	LEVEL 3	200	200	200	600

Business Process Re-engineering (BPR) Consultant	LEVEL 3	200	200	200	600
Instructor, Information Technology	LEVEL 3	200	200	200	600
Change Management Consultant	LEVEL 3	200	200	200	600
Project Executive	LEVEL 3	200	200	200	600
Project Manager	LEVEL 2	200	200	200	600
Project Manager	LEVEL 3	200	200	200	600
Risk Management Specialist	LEVEL 3	200	200	200	600
TOTAL – WORKSTREAM 2		3,000	3,000	3,000	9,000

- (iii) **STEP 3 - FINANCIAL SCORE:** Points allocated under STEP 2 for each period and Resource Category of each Workstream will be added together and rounded to two decimal places to produce the Financial Score. Bidders will find below an example of a financial evaluation using Method A.

(iv) **EXAMPLE OF A FINANCIAL EVALUATION USING METHOD A**

TABLE 2 - EXAMPLE OF A FINANCIAL EVALUATION USING METHOD A:							
Resource Category	Max. Points	Bidder 1		Bidder 2		Bidder 3	
		Year 1	Year 2	Year 1	Year 2	Year 1	Year 2
Programmer	150 (75 pts. per year)	\$400.00	\$400.00	\$420.00	\$450.00	\$450.00	\$450.00
Business Analyst	100 (50 pts. per year)	\$600.00	\$600.00	\$600.00	\$620.00	\$650.00	\$820.00
Project Manager	50 (25 pts. per year)	\$555.00	\$900.00	\$750.00	\$800.00	\$700.00	\$800.00
TOTAL	300						

STEP 1 - Establishing the lower and upper median band limits for each year and each resource category

- (Median 1) For the Programmer Resource Category, the year 1 median would be \$420.00. The lower median band limit would be \$336.00 and higher median band limit would be \$546.00.
- (Median 2) For the Programmer Resource Category, the year 2 median would be \$450.00. The lower median band limit would be \$360.00 and higher median band limit would be \$585.00.
- (Median 3) For the Business Analyst Resource Category, the year 1 median would be \$600.00. The lower median band limit would be \$480.00 and higher median band limit would be \$780.00.
- (Median 4) For the Business Analyst Resource Category, the year 2 median would be \$620.00. The lower median band limit would be \$496.00 and higher median band limit would be \$806.00.
- (Median 5) For the Project Manager Resource Category, the year 1 median would be \$700.00. The lower median band limit would be \$560.00 and higher median band limit would be \$910.00.
- (Median 6) For the Project Manager Resource Category, the year 2 median would be \$800.00. The lower median band limit would be \$640.00 and higher median band limit would be \$1,040.00.

STEP 2 - Points Allocation:

Bidder 1:

Programmer Year 1 = 75 points (lowest rate within the lower and upper median band limits)

Programmer Year 2 = 75 points (lowest rate within the lower and upper median band limits)

Business Analyst Year 1 = 50 points (lowest rate within the lower and upper median band limits)

Business Analyst Year 2 = 50 points (lowest rate within the lower and upper median band limits)

Project Manager Year 1 = 0 points (outside the lower and higher median band limits)

Project Manager Year 2 = 22.22 points (based on the following calculation = (Lowest rate of \$800.00 / Bidder's proposed rate of \$900.00) Multiplied by 25 pts)

Bidder 2:

Programmer Year 1 = 71.43 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$420.00) Multiplied by 75 pts)

Programmer Year 2 = 66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) Multiplied by 75 pts)

Business Analyst Year 1 = 50 points (lowest price within the lower and upper median band limits)

Business Analyst Year 2 = 48.39 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$620.00) Multiplied by 50 pts)

Project Manager Year 1 = 23.33 points (based on the following calculation = (Lowest rate of \$700.00 / Bidder's proposed rate of \$750.00) Multiplied by 25 pts)

Project Manager Year 2 = 25 points (lowest price within the lower and upper median band limits)

Bidder 3:	
Programmer Year 1 =	66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) Multiplied by 75 pts)
Programmer Year 2 =	66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) Multiplied by 75 pts)
Business Analyst Year 1 =	46.15 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$650.00) Multiplied by 75 pts)
Business Analyst Year 2 =	0 points (outside the lower and higher median band limits)
Project Manager Year 1 =	25 points (lowest price within the lower and upper median band limits)
Project Manager Year 2 =	25 points (lowest price within the lower and upper median band limits)
STEP 3 - Financial Score:	
Bidder 1:	75 + 75 + 50 + 50 + 0 + 22.22 = Total Financial Score of 272.22 points out of a possible 300 points
Bidder 2:	71.43 + 67.67 + 50 + 48.39 + 23.33 + 25 = Total Financial Score of 284.82 points out of a possible 300 points
Bidder 3:	66.67 + 66.67 + 46.15 + 0 + 25 + 25 = Total Financial Score of 229.49 points out of a possible 300 points

(d) **Financial Evaluation - Method B:** The following financial evaluation method will be used if less than three bids are determined responsive:

(i) **STEP 1 - POINTS ALLOCATION:** For each period and each Resource Category of each Workstream] points will be allocated as follows:

(A) Points will be established based on the following calculation, with points rounded to two decimal places:

$$\frac{\text{Lowest proposed firm per diem rate}}{\text{Bidder's proposed firm per diem rate}} \times \text{Maximum Points Assigned at Table 3 below}$$

The Bidder with the lowest proposed firm per diem rate will be allocated the applicable maximum points assigned at Table 3 below.

TABLE 1 - MAXIMUM POINTS ASSIGNED					
WORKSTREAM 1					
RESOURCE CATEGORIES	LEVEL OF EXPERTISE	INITIAL CONTRACT PERIOD (2 YEARS)	OPTION PERIOD 1 (2 YEARS)	OPTION PERIOD 2 (2 YEARS)	TOTAL POINTS
Application/Software Architect (Analytics)	LEVEL 3	200	200	200	600

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Programmer/Software	LEVEL 3	200	200	200	600
Programmer/Software	LEVEL 2	200	200	200	600
Programmer/Analyst	LEVEL 3	200	200	200	600
Database Administrator	LEVEL 3	200	200	200	600
Database Analyst / IM Administrator	LEVEL 3	200	200	200	600
Database Analyst / IM Administrator (Data Engineer)	LEVEL 3	200	200	200	600
Database Modeller / IM Modeller	LEVEL 3	200	200	200	600
Database Modeller/IM Modeller (Data Architect)	LEVEL 3	200	200	200	600
IM Architect	LEVEL 3	200	200	200	600
IM Architect (Data Scientist)	LEVEL 3	200	200	200	600
IM Architect (Privacy Architect)	LEVEL 3	200	200	200	600
Technology Architect	LEVEL 3	200	200	200	600
TOTAL – WORKSTREAM 1		2,600	2,600	2,600	7,800
WORKSTREAM 2					
RESOURCE CATEGORIES	LEVEL OF EXPERTISE	INITIAL CONTRACT PERIOD (2 YEARS)	OPTION PERIOD 1 (2 YEARS)	OPTION PERIOD 2 (2 YEARS)	TOTAL POINTS
Business Analyst	LEVEL 2	200	200	200	600
Business Analyst	LEVEL 3	200	200	200	600
Business Analyst (Data Analyst/Data Quality Analyst)	LEVEL 2	200	200	200	600
Business Analyst (Data Analyst/Data Quality Analyst)	LEVEL 3	200	200	200	600

Business Architect	LEVEL 2	200	200	200	600
Business Architect	LEVEL 3	200	200	200	600
Business Consultant	LEVEL 2	200	200	200	600
Business Consultant	LEVEL 3	200	200	200	600
Business Process Re-engineering (BPR) Consultant	LEVEL 3	200	200	200	600
Instructor, Information Technology	LEVEL 3	200	200	200	600
Change Management Consultant	LEVEL 3	200	200	200	600
Project Executive	LEVEL 3	200	200	200	600
Project Manager	LEVEL 2	200	200	200	600
Project Manager	LEVEL 3	200	200	200	600
Risk Management Specialist	LEVEL 3	200	200	200	600
TOTAL – WORKSTREAM 2		3,000	3,000	3,000	9,000

- (ii) **STEP 2 - FINANCIAL SCORE:** Points allocated under STEP 1, for each period and each Resource Category, will be added together and rounded to two decimal places to produce the Financial Score.

(e) Substantiation of Professional Services Rates

In Canada's experience, bidders will from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. When evaluating the rates bid for professional services, Canada may, but will have no obligation to, require price support in accordance with this Article. If Canada requests price support, it will be requested from all otherwise responsive bidders who have proposed a rate that is at least 20% lower than the median rate bid by all responsive bidders for the relevant resource category or categories. If Canada requests price support, the Bidder must provide the following information:

- (i) an invoice (referencing a contract serial number or other unique contract identifier) that shows that the Bidder has provided and invoiced a customer (with whom the Bidder deals at arm's length) for services performed for that customer similar to the services that would be provided in the National Capital Region in the relevant resource category, where those services were provided for at least three months within the eighteen months before the

bid solicitation closing date, and the fees charged were equal to or less than the rate offered to Canada;

- (ii) in relation to the invoice in (i), evidence from the Bidder's customer that the services identified in the invoice include at least 50% of the tasks listed in the Statement of Work for the category of resource being assessed for an unreasonably low rate. This evidence must consist of either a copy of the contract (which must describe the services to be provided and demonstrate that at least 50% of the tasks to be performed are the same as those to be performed under the Statement of Work in this bid solicitation) or the customer's signed certification that the services subject to the charges in the invoice included at least 50% of the same tasks to be performed under the Statement of Work in this bid solicitation; and
- (iii) the name, telephone number and, if available, e-mail address of a contact person at the customer who received each invoice submitted under (i), so that Canada may verify any information provided by the Bidder.

Once Canada requests substantiation of the rates bid for any resource category, it is the sole responsibility of the Bidder to submit information (as described above and as otherwise may be requested by Canada, including information that would allow Canada to verify information with the resource proposed) that will allow Canada to determine whether it can rely, with confidence, on the Bidder's ability to provide the required services at the rates bid. If Canada determines that the information provided by the Bidder does not adequately substantiate the unreasonably low rates, the bid will be declared non-responsive.

(f) Formulae in Pricing Tables

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

4.4 Basis of Selection

(a) Evaluation of Bid – Multiple Contracts Awarded for Multiple Workstreams

Selection Process: The following selection process will be conducted for each Workstream:

- (i) A bid must comply with the requirements of the bid solicitation, meet all mandatory evaluation criteria and obtain the required pass marks for the point rated criteria identified in this bid solicitation to be declared responsive.
- (ii) The responsive bid that obtains the highest Total Bidder Score will be recommended for award of a contract. For any given Bidder, the greatest possible **Total Technical Score is 70 while the greatest possible Total Financial Score is 30**.

- (A) Calculation of Total Technical Score: For each Workstream the Total Technical Score will be computed for each responsive bid by converting the Technical Score obtained for the point-rated technical criteria using the following formula, rounded to two decimal places:

$$\frac{\text{Technical Score}}{\text{Maximum Technical Points (Bidders, please refer to the maximum technical points for each Workstream at Attachment "3" and Attachment "3.1")}} \times 70 = \text{Total Technical Score}$$

- (B) Calculation of Total Financial Score: For each Workstream the Total Financial Score will be computed for each responsive bid by converting the Financial Score obtained for the financial evaluation using the following formula rounded to two decimal places:

$$\frac{\text{Financial Score}}{\text{Total Maximum Points Assigned (Bidders, please refer to the total maximum points assigned for each Workstream)}} \times 30 = \text{Total Financial Score}$$

- (C) Calculation of the Total Bidder Score: For each Workstream the Total Bidder Score will be computed for each responsive bid in accordance with the following formula:

$$\text{Total Technical Score} + \text{Total Financial Score} = \text{Total Bidder Score}$$

- (iii) In the event of identical Total Bidder Scores occurring within a given Workstream, then the bid with the highest Total Technical Score will become the top-ranked bidder.
- (b) **Contract Funding Allocation:** Where for a Workstream more than one contract is awarded, each contract issued for that particular Workstream will be issued with an amount of funding specified in the article titled "Limitation of Expenditure" calculated based on the following:
- (i) when one contract is awarded, the amount of the Limitation of Expenditure will be determined at Canada's discretion;
- (ii) where two contracts are awarded, the amount of the Limitation of Expenditure of each contract will be determined in accordance with the following:
- (A) the Bidder with the highest Total Bidder Score will receive 55% of the funding initially allocated to that Workstream; and
- (B) the Bidder with the next highest Total Bidder Score will receive 45% of the funding initially allocated for that Workstream.
- (c) Bidders should note that all contract awards are subject to Canada's internal approvals process, which includes a requirement to approve funding in the amount of any proposed contract. Despite the fact that the Bidder may have been recommended for contract award, a contract will only be awarded if internal approval is granted according to Canada's internal policies. If approval is not granted, no contract will be awarded.

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

5.1 Certifications Precedent to Contract Award and Additional Information

The certifications and additional information listed below should be submitted with the bid, but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame provided will render the bid non-responsive.

(a) Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "[FCP Limited Eligibility to Bid](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" list available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website. (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html>).

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed Attachment 6, Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed Attachment 6 Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

(b) Set-aside for Aboriginal Business

- (i) This procurement is set aside for Aboriginal business under the federal government Set-aside Program for Aboriginal Business. Bidders must complete and sign the certification entitled "Certification Requirements for the Set-aside Program for Aboriginal Business" attached as Attachment 7 Set-Aside for Aboriginal Business - Certification.
- (ii) By executing the certification, the Bidder warrants that it is an Aboriginal business as defined in the Set-aside Program for Aboriginal Business.
- (iii) SACC Manual clause A3001T (2014-11-27) applies.

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5.2 Additional Certifications Precedent to Contract Award

(a) Submission of Only One Bid

By submitting a bid, the Bidder is certifying that it does not consider itself to be related to any other bidder.

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirement

- (a) Before award of a contract, the following conditions must be met:
 - (i) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
- (b) Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful Bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.
- (c) For additional information on security requirements, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.
- (d) In the case of a joint venture bidder, each member of the joint venture must meet the security requirements.

6.2 Financial Capability

- (a) SACC Manual clause A9033T (2012-07-16) Financial Capability applies, except that subsection 3 is deleted and replaced with the following: "If the Bidder is a subsidiary of another company, then any financial information required by the Contracting Authority in 1(a) to (f) must be provided by each level of parent company, up to and including the ultimate parent company. The financial information of a parent company does not satisfy the requirement for the provision of the financial information of the Bidder; however, if the Bidder is a subsidiary of a company and, in the normal course of business, the required financial information is not generated separately for the subsidiary, the financial information of the parent company must be provided. If Canada determines that the Bidder is not financially capable but the parent company is, or if Canada is unable to perform a separate assessment of the Bidder's financial capability because its financial information has been combined with its parent's, Canada may, in its sole discretion, award the contract to the Bidder on the condition that the parent company grant a performance guarantee to Canada."
- (b) In the case of a joint venture bidder, each member of the joint venture must meet the financial capability requirements.

PART 7 - RESULTING CONTRACT CLAUSES

Note to Bidders: Any resulting contract would only list the applicable Workstream(s) above that are awarded to the successful bidder(s) in accordance with the evaluation methodology set out in this bid solicitation. If a bidder is selected for award of more than one Workstream, Canada reserves the right to award one contract for all the Workstreams awarded to that bidder.

The following clauses apply to and form part of any contract resulting from the bid solicitation.

7.1 Requirement

- (a) _____ (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with, and at the prices set out in, the Contract. This includes providing professional services as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.
- (b) **Client:** Under the Contract, the "**Client**" is Canada Border Services Agency (CBSA).
- (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 Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

7.2 Task Authorization

- (a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Allocation of Task Authorizations:** More than one contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:
 - (i) At the time this series of contracts was awarded, each contractor was allocated an amount of funding as specified in the Limitation of Expenditure in respect of Task Authorizations based on the evaluation process described in the bid solicitation that resulted in the award of this series of contracts.
 - (ii) Canada will use a rotational method to allocate the draft Task Authorizations, where the rotation is based on the amount of funding remaining under each of the respective contracts.

- (iii) Canada will send the first draft Task Authorization to the contractor with the greatest value of funding under its contract. If more than one contractor has the same value, it will be assigned to the contractor ranked first as determined under the evaluation process in the bid solicitation that resulted in the award of this series of contracts.
- (iv) The contractor sent a draft TA will have the time set out further below under the sub-paragraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.
- (v) If the contractor to whom the draft TA is first sent either fails to respond on time or confirms in writing that it refuses to perform the task, the draft TA will then be forwarded to the contractor with the next-greatest balance remaining of allocated funding. In the event that Canada determines the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, Canada will send the draft TA to the contractor with the next greatest balance remaining of allocation funding.
- (vi) The process of sending out a draft TA to the contractor with the greatest balance remaining will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.
- (vii) Once the Task Authorization is issued, for the purposes of calculations for the allocation of Task Authorizations, the value of that Task Authorization, including any applicable options under that TA (and the value of any subsequent amendment to that TA) will be subtracted from the funding allocated to that contractor.
- (viii) When the next requirement to perform a task is identified, it will be sent to the contractor with the greatest balance remaining of allocated funding. If more than one contractor has the greatest balance remaining of allocated funds (i.e., several contractors have equal amounts of allocated funding), the draft TA will be sent to the contractor among them that ranked highest under the bid solicitation evaluation process. If any contract in this series of contracts is amended to add funding for Task Authorizations, all the remaining contracts (i.e., all contracts that have not previously been terminated) will be amended to add funding in amounts proportionate to the funding initially provided under each contract for Task Authorizations (e.g., if three contracts were awarded with \$2M, \$1M and \$750,000 in funding for Task Authorizations respectively, and \$200,000 is added to the first contract, then \$100,000 will be added to the second contract and \$75,000 will be added to the third).
- (c) **Assessment of Resources Proposed at TA Stage:** Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A, B, C and D of Annex A.
- (d) **Form and Content of draft Task Authorization:**
 - (i) The Technical Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Annex A.
 - (ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information:
 - (A) the task number;
 - (B) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
 - (C) the categories of resources and the number required;
 - (D) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
 - (E) the start and completion dates;
 - (F) milestone dates for deliverables and payments (if applicable);

- (G) the number of person-days of effort required;
 - (H) whether the work requires on-site activities and the location;
 - (I) the language profile of the resources required;
 - (J) the level of security clearance required of resources;
 - (K) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
 - (L) any other constraints that might affect the completion of the task.
- (e) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the Technical Authority, within five (5) working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), a quotation with the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract, as well as its corresponding proposed resource(s) in accordance with Appendix A to Annex A of the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.
- (f) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**
To be validly issued, a TA must include the following signatures:
- (i) for any TA, inclusive of revisions, with a value less than or equal to \$300,000.00 (excluding Applicable Taxes), the TA must be signed by:
 - a. the Technical Authority; and
 - b. a representative from the Strategic Procurement and Material Management Division (SPMMD) of CBSA.
 - (ii) for any TA with a value greater than this amount, a TA must be signed by:
 - a. the Technical Authority;
 - b. a representative from the Strategic Procurement and Material Management Division (SPMMD) of CBSA; and
 - c. 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 Client's ability to issue TA's at any time, or reduce the dollar value threshold described in sub-article (i) above; any suspension or reduction notice is effective upon receipt.

(g) **Periodic Usage Reports:**

(i) The Contractor must compile and maintain records on its provision of services to the federal government under Task Authorizations validly issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly basis to the Contracting Authority. 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) 1st quarter: April 1 to June 30;
- (B) 2nd quarter: July 1 to September 30;
- (C) 3rd quarter: October 1 to December 31; and
- (D) 4th quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 15 calendar days after the end of the reporting period.

(iii) Each report must contain the following information for each validly issued TA (as amended)

- (A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;
- (B) a title or a brief description of each authorized task;
- (C) the name, Resource category and level of each resource involved in performing the TA, as applicable;
- (D) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;
- (E) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
- (F) the start and completion date for each authorized task; and
- (G) the active status of each authorized task, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).

(iv) Each report must also contain the following cumulative information for all the validly issued TA's (as amended) :

- (A) the amount, exclusive of Applicable Taxes, specified in the Contract (as last amended, as applicable) as Canada's total liability to the Contractor for all validly issued TA's; and
- (B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TA's.

(h) **Refusal of Task Authorizations or Submission of a Response which is not Valid:** The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. For greater clarity, each draft TA, which is identifiable by its task number, will only count as one instance. A valid response is one that is submitted within the required time period and meets all requirements of the draft TA issued,

including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the draft TA at pricing not exceeding the rates set out in Annex B.

- (i) **Consolidation of TA's 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 TA's 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; and
 - (ii) **"Minimum Contract Value"** means \$20,000.00 (excluding Applicable Taxes).
- (b) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
- (c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- (d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract
 - (i) for default;
 - (ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
 - (iii) for convenience within ten 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.

(a) **General Conditions:**

- (i) 2035 (2020-05-28), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

- 4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
- 5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
 - (a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Work Guarantee, or due to the Contractor as of the date of termination, or

- (b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
 - 6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.
- (b) **Supplemental General Conditions:**
- The following Supplemental General Conditions:
- (i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;
 - (ii) 4007 (2010-08-16), Supplemental General Conditions - Canada to Own Intellectual Property Rights in Foreground Information;
- apply to and form part of the Contract.

7.5 Security Requirement

The following security requirements (SRCL #19 and related clauses provided by the Contract Security Program) as set out under Annex "B" to the Supply Arrangement, applies to and forms part of the Contract.

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 Works and Government Services Canada (PWGSC)
2. The Contractor personnel requiring access to protected/classified information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **Secret** as required, granted or approved by CISD/PWGSC
3. The Contractor must not remove any protected/classified information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction
4. Subcontracts which contain security requirements are not to be awarded without the prior written permission of CISD/PWGSC
5. The Contractor must comply with the provisions of the:
 - (i) Security Requirements Check List and security guide (if applicable), attached at Annex C; and
 - (ii) Industrial Security Manual (Latest Edition)

6. ADDITIONAL SECURITY REQUIREMENT:

- (i) The Canada Border Services Agency will conduct its own personnel Reliability Status assessment on the recommended Contractor and its personnel as per the Treasury Board Secretariat of Canada's (TBS) "Security and Contracting Management Standard" and the Policy on Government Security – Personnel Security Standard, irrespective of whether such assessment has already been conducted under any such policies. The Reliability Status assessment conducted by the CBSA will include a credit check performed by an authorized security official with the CBSA's "Personnel Security Screening Section" (PSSS), which is independent of the Public Works and Government

Services Canada's (PWGSC), "Canadian Industrial Security Directorate" (CISD) and the "International Industrial Security Directorate" (IISD).

- (ii) For each proposed resource, the recommended Contractor must submit a completed signed original TBS 330-23 Form – Personnel Screening Consent and Authorization (<http://www.tbs-sct.gc.ca/tbsf-fsct/330-23-eng.pdf>) upon request of the Contracting Authority prior to Contract Award.
- (iii) Until the credit check and all other security screening processes required by this Request for Proposal have been completed and the recommended Contractor and its personnel is considered suitable by the CBSA, no contract will be awarded and the recommended Contractor (specifically the Contractor personnel) shall not be permitted access to Protected / Classified information or assets, and further, shall not be permitted to enter sites where such information or assets are kept.
- (iv) In the event the recommended Contractor (specifically the Contractor personnel) does not pass the security screening process required by the CBSA, the said Contractor's proposal will be considered non-responsive and the next ranked bidder will be contacted. If only one bid was obtained and the proposed bidder does not meet the security requirement, then, the contracting officer will determine the next steps in order to ensure all requirements are met
- (v) Contractor personnel can include in some instances landlords, property management employees and principles of companies when the latter have access to the premises where the CBSA designated or classified information/assets are kept.

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 later; and
- (ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.

- (b) **Option to Extend the Contract:**

- (i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to **two (2) additional two (2) year** period under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.
- (ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

7.7 Authorities

- (a) **Contracting Authority**

The Contracting Authority for the Contract is:

Name: Daniel Michaud
Title: Supply Specialist
Public Works and Government Services Canada
Acquisitions Branch
Directorate: Informatics and Telecommunications Systems Procurement Directorate
Address: 10 Wellington St., Gatineau, Québec

Telephone: (613) 858-8483
E-mail address: daniel.michaud@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

The Technical Authority for the Contract is:

“To be disclosed at contract award”

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 determined”

7.8 Proactive Disclosure of Contracts with Former Public Servants

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

7.9 Payment

(a) Basis of Payment

- (i) Professional Services provided under a Task Authorization with a Maximum Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- (ii) 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.
- (iii) Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.
- (iv) Contractor's Firm Per Diem Rates:** The Contractor agrees that the rates set out in Annex B remain firm throughout the Contract Period, except as may be provided for in the express terms of the contract. In reference to Article 18(1) of SACC General Conditions 2035, the Contractor acknowledges that its obligation to provide services in accordance with the firm rates set out in Annex B is unaffected by the application of any existing law or any new law which may come into effect during the Contract Period.

- (v) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the general conditions, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.
- (b) **Limitation of Expenditure – Cumulative Total of all Task Authorizations**
- (i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the amount set out on page 1 of the Contract, less any Applicable taxes. With respect to the amount set out on page 1 of the Contract, Customs duties are excluded and Applicable Taxes are included
- (ii) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- (iii) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
- (A) when it is 75 percent committed, or
- (B) 4 months before the contract expiry date, or
- (C) As soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
- (i) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.
- (c) **Method of Payment for Task Authorizations with a Maximum Price:** For each Task Authorization validly issued under the Contract that contains a maximum price:
- (i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.
- (ii) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA, all of which is required to be performed for the maximum TA price. If the work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA price, Canada is only required to pay for the time spent performing the work related to that TA.
- (d) **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 validly issued 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; and
- (iii) the Work delivered has been accepted by Canada.

(e) **Electronic Payment of Invoices – Contract**

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

[To be determined]

- (i) Visa Acquisition Card;
- (ii) MasterCard Acquisition Card;
- (iii) Direct Deposit (Domestic and International);
- (iv) Electronic Data Interchange (EDI);
- (v) Wire Transfer (International Only);
- (vi) Large Value Transfer System (LVTS) (Over \$25M)

(f) **Time Verification**

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

(g) **Payment Credits**

(i) **Failure to Provide Resource:**

(A) If the Contractor does not provide a required professional services resource that has all the required qualifications within the time prescribed by the Contract, the Contractor must credit to Canada an amount equal to the per diem rate (based on a 7.5-hour workday) of the required resource for each day (or partial day) of delay in providing the resource, up to a maximum of 10 days.

(B) **Corrective Measures:** If credits are payable under this Article for two consecutive months or for three months in any 12-month period, the Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority and 20 working days to rectify the underlying problem.

(C) **Termination for Failure to Meet Availability Level:** In addition to any other rights it has under the Contract, Canada may terminate the Contract for default in accordance with the General Conditions by giving the Contractor three months' written notice of its intent, if any of the following apply:

- (1) the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or
- (2) the corrective measures required of the Contractor described above are not met.

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

- (ii) **Credits Apply during Entire Contract Period:** The Parties agree that the credits apply throughout the Contract Period.

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

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, any TA quotation and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire Contract Period.

7.12 Federal Contractors Program for Employment Equity - Default by Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.13 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

7.14 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the following list, the wording of the document that first appears on the list has priority over the wording of any document that appears later on the list:

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental General Conditions, in the following order:
 - (i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;
 - (ii) 4007 (2010-08-16), Supplemental General Conditions - Canada to Own Intellectual Property Rights in Foreground Information;
- (c) General Conditions 2035 (2020-05-28), Higher Complexity - Services;
- (d) Annex A, Statement of Work – Annex A including its Appendices as follows:
 - (i) Appendix A to Annex A - Tasking Assessment Procedure;
 - (ii) Appendix B to Annex A - Task Authorization (TA) Form;
 - (iii) Appendix C to Annex A - Resource Assessment Criteria and Response Table;
 - (iv) Appendix D to Annex A - Certifications at the TA stage;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any); and
- (h) the Contractor's bid dated _____, as clarified on _____ or as amended _____.

7.15 Foreign Nationals (Canadian Contractor)

- (a) 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.

7.15 Foreign Nationals (Foreign Contractor)

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

7.16 Insurance Requirements

(a) Compliance with Insurance Requirements

- (i) The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
- (ii) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.
- (iii) The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

(b) Commercial General Liability Insurance

- (i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
- (ii) The Commercial General Liability policy must include the following:
 - (A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
 - (B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
 - (C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
 - (D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
 - (E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.

- (F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- (G) Employees and, if applicable, Volunteers must be included as Additional Insured.
- (H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- (I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- (J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- (K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
- (M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

(c) **Errors and Omissions Liability Insurance**

- (i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
- (ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (iii) The following endorsement must be included:

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

7.17 Limitation of Liability - Information Management/Information Technology

- (a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.
- (b) **First Party Liability:**
 - (i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:

- (A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";
 - (B) physical injury, including death.
 - (ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
 - (iii) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
 - (iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.
 - (v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
 - (A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
 - (B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.
 - (vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.
- (c) **Third Party Claims:**
- (i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.
 - (ii) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction

to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.

- (iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

7.18 Joint Venture Contractor

- (a) The Contractor confirms that the name of the joint venture is _____ and that it is comprised of the following members:
1. _____
 2. _____
- (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.

7.19 Professional Services - General

- (a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- (b) If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies

available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.

- (c) In General Conditions 2035, the Article titled "Replacement of Specific Individuals" is deleted and the following applies instead:

Replacement of Specific Individuals

- (i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of having this knowledge, the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
- (A) the name, qualifications and experience of a proposed replacement immediately available for Work; and
 - (B) security information on the proposed replacement as specified by Canada, if applicable.

The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.

- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
- (A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or
 - (B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

Where an Excusable Delay applies, Canada may require (c) (ii) (B) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

7.20 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.

7.21 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 the issuance of TA's. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract and adding work to it through TA's. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have and maintain, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

7.22 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.

7.23 Government Property

Canada agrees to supply the Contractor with the items listed at Article 5. Client Support of Annex A – Statement of Work. The section of the General Conditions entitled "Government Property" also applies to the use of the Government Property by the Contractor.

7.24 Transition Services at End of Contract Period

The Contractor agrees to execute the transition tasks identified within the Task Authorizations (if applicable) and it will make all reasonable efforts to assist Canada in the transition from the incumbent to the Contractor and from the Contractor to a new contract with another supplier.

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 Contractor Representatives prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;
- (b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- (c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.

- (d) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five 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.

7.26 Dispute Resolution

- (a) The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.
- (b) The parties agree to consult and co-operate with each other in the furtherance of the contract and promptly notify the other party or parties and attempt to resolve problems or differences that may arise.
- (c) If the parties cannot resolve a dispute through consultation and cooperation, the parties agree to consult a neutral third party offering alternative dispute resolution services to attempt to address the dispute.
- (d) Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "Dispute Resolution".

ANNEX A

STATEMENT OF WORK

SW1 BACKGROUND

The Canada Border Service Agency (CBSA) has a mandate to provide integrated border services that support national security and public safety priorities, while facilitating the free flow of legitimate trade and travel. The Agency is committed to protecting the safety and security of Canadian communities, as well as the stability and prosperity of our economy.

In support of its mandate, the CBSA has embarked on Agency-wide modernization efforts to strengthen its management foundation and enhance its capabilities to respond effectively to the evolving border continuum. With the exponential growth of data produced by the CBSA and its partners, the CBSA is seeking opportunities to increase its Analytics footprint by fostering people, process, data and technology in order to guide strategic, operational and tactical decision-making along its business lines.

In order to support the advancements of the CBSA's Analytics investment, the Agency needs to secure an agile, connected and high-performing workforce skilled on the use of modern techniques and tools.

CBSA Information, Science and Technology Branch (ISTB) will require resources to supplement and support the staff currently in place and work on high performance, high availability, and mission critical national systems, built on the IT Environment identified in Section 4 below.

SW2 SCOPE OF WORK

The IT Professional Services are segmented into 2 Streams. Each stream has its applicable resource categories as listed below:

2.1 Technical Stream

TBIPS Category	TBIPS Level
A.1. Application/Software Architect (Analytics)	3
A.6 Programmer/Software Developer	2 and 3
A.7 Programmer/Analyst	3
I.2 Database Administrator	3
I.3 Database Analyst / IM Administrator	3
I.3 Database Analyst / IM Administrator (Data Engineer)	3
I.4 Database Modeller / IM Modeller	3
I.4 Database Modeller/IM Modeller (Data Architect)	3
I.5. IM Architect	3
I.5 IM Architect (Data Scientist)	3
I.5 IM Architect (Privacy Architect)	3
I.11. Technology Architect	3

2.2 Business Stream

TBIPS Category	TBIPS Level
B.1. Business Analyst	2 and 3
B.1 Business Analyst (Data Analyst/Data Quality Analyst)	2 and 3
B.2. Business Architect	2 and 3
B.3. Business Consultant	2 and 3
B.5. Business Process Re-engineering (BPR) Consultant	3
B.11 Instructor, Information Technology	3
P.1. Change Management Consultant	3
P.5 Project Executive	3
P.9. Project Manager	2 and 3
P.12 Risk Management Specialist	3

SW3 TASKS AND DELIVERABLES

3.1 Technical Stream

3.1.1 A.1. Application/Software Architect (Analytics) (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Develop technical architectures, frameworks and strategies for analytics systems, either for an organization or for a major application area to meet the business and application requirements.
2. Identify the policies and requirements that drive out a particular analytics solution.
3. Analyze and evaluate alternative technology solutions to meet business problems.
4. Engage with business clients and data scientists to drive out a particular analytics solution.
5. Analyze functional requirements to identify information, procedures and decision flows.
6. Evaluate existing procedures and methods, identify and document data content, structure, application sub-systems and develop data dictionary.
7. Identify and document system, such as, specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, and naming conventions.
8. Ensures the integration of all aspects of technology solutions.

Additional Tasks could include but are not limited to:

9. Monitor industry trends to ensure that solutions fit with government and industry directions for technology.
10. Define and document interfaces of manual to automated operations within application sub-systems to external systems and between new and existing systems.
11. Define input/output sources, including detailed plan for technical design phase and obtain approval of the system proposal.

3.1.2 A.6 Programmer/Software Developer (Level 2):

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks:

Baseline Tasks:

1. Develop and prepare diagrammatic plans for solution of business, analytics, scientific and technical problems by means of computer systems of significant size and complexity.
2. Analyze the problems outlined by the systems analysts/designers in terms of such factors as style and extent of information to be transferred to and from storage units, variety of items to be processed, extent of sorting and format of final printed results.
3. Design detailed programs, flow charts, and diagrams indicating mathematical computation and sequence of machine operations necessary to copy and process data and print the results.
4. Test instructions, and assemble specifications, flow charts, diagrams, layouts, programming and operating instructions to document applications for later modification or reference.

Additional Tasks could include but are not limited to:

5. Select and incorporate available software programs.
6. Translate detailed flow charts into coded machine instructions and confer with technical personnel in planning programs.
7. Verify accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs made by operating personnel.
8. Correct program errors by revising instructions or altering the sequence of operations.

3.1.3 A.6 Programmer/Software Developer (Level 3):

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks:

Baseline Tasks:

1. Develop and prepare diagrammatic plans for solution of business, analytics, scientific and technical problems by means of computer systems of significant size and complexity.
2. Analyze the problems outlined by the systems analysts/designers in terms of such factors as style and extent of information to be transferred to and from storage units, variety of items to be processed, extent of sorting, and format of final printed results.
3. Design detailed programs, flow charts, and diagrams indicating mathematical computation and sequence of machine operations necessary to copy and process data and print the results.
4. Test instructions, and assemble specifications, flow charts, diagrams, layouts, programming and operating instructions to document applications for later modification or reference.
5. Translate detailed flow charts into coded machine instructions and confer with technical personnel in planning programs.
6. Verify accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs made by operating personnel.

Additional Tasks could include but are not limited to:

7. Select and incorporate available software programs.
8. Correct program errors by revising instructions or altering the sequence of operations.
9. Provide development activities level of effort and duration estimates for schedule planning.
10. Review and analyze the effectiveness and efficiency of existing systems and develop strategies for improving or further leveraging current systems.
11. Assist in the prioritization and planning for resolution of all known defects and enhancements in support of business.

12. Develop and maintain effective collaborative relationships with the stakeholders to discuss and resolve issues.
13. Work with stakeholders to proactively maintain all IT systems documentations aligned with business documentation.
14. Provide updates on work in progress, work completed, work planned, and issues potentially impacting the timely completion or quality level of work.
15. Provide leadership, guidance, and support to less senior resources.

3.1.4 A.7 Programmer/Analyst (Level 3):

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks:

Baseline Tasks:

1. Create and modify code and software.
2. Create and modify screens and reports.
3. Gather and analyze data for the conduct of studies to establish the technical and economic feasibility of proposed computer systems and for the development of functional and system design specifications.
4. Design methods and procedures for small computer systems, and sub-system of larger systems.
5. Produce forms, manuals, programs, data files and procedures for systems and/or applications.

Additional Tasks could include but are not limited to:

6. Develop, test and implement small computer systems, and sub-systems of larger systems.

3.1.5 I.2 Database Administrator (Level 3):

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks:

Baseline Tasks:

1. Generate new database with the client.
2. Maintain configuration control of the database.
3. Control and coordinate changes to the database, including the deletion of records, changes to the existing records, and additions to the database.
4. Develop and implement procedures that will ensure the accuracy, completeness, and timeliness of data stored in the database.
5. Develop and implement security procedures for the database, including access and user account management.

Additional Tasks could include but are not limited to:

6. Customize database conversion routines.
7. Finalize Conversion Strategy.
8. Maintain data dictionaries.
9. Advise programmers, analysts, and users about the efficient use of data.
10. Perform and/or coordinate updates to the database design.
11. Develop and coordinate back-up, disaster recovery and virus protection procedures.

3.1.6 I.3 Database Analyst / IM Administrator (Level 3):

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks:

Baseline Tasks:

1. Develop Complex SQL queries incorporating inner joins, outer joins, aggregates, unions, subqueries, group by, where clause, having clause, triggers, cursors, views, XML query function and other advanced SQL fundamentals and utilize SQL expertise to support and assist Data Modelers, Data Warehouse Analysts, Testers and End Users.
2. Provide support to develop an Enterprise Data Warehouse model; including logical model integration of data from multiple subject areas and use Kimball Methodology (dimensional models integrated via conformed dimensions).
3. Identify requirements for improvements to existing databases by determining users' information requirements and system performance and functional requirements.
4. Develop and implement procedures that will ensure the accuracy, completeness, and timeliness of data stored in the database.

Additional Tasks could include but are not limited to:

5. Develop a comprehensive understanding of CBSA Data Warehouse processes and content (data).
6. Provide support, develop and present Enterprise Data Warehouse (EDW)/ Business Intelligence (BI) strategies, roadmaps and project plans.
7. Assist Data Base Administrator(s) (DBA) with BI/DW database performance and design related issues.
8. Mediates and resolves conflicts among users' needs for data.
9. Advise programmers, analysts, and users about the efficient use of data.
10. Provide input into Data Warehouse Design decisions.
11. Examine data available in existing data source and collect statistics about that data.
12. Write source to target mappings.
13. Work within the Service Lifecycle Management Framework.

3.1.7 I.3 Database Analyst / IM Administrator (Data Engineer) (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Develop, analyze, design, and implement Highly Scalable data management systems (data storage and data movement solutions) to ensure high levels of data quality and availability.
2. Develop capacity planning, backup and restore procedures for the highly scalable data management systems.
3. Build analytics tools and solutions using "Big Data" technologies which utilize the data pipelines to provide users with the said tools and solutions for data modeling, mining and analysis.
4. Collaborate with stakeholders to ensure systems meet business requirements and industry best practices.
5. Build the infrastructure required for optimal extraction, transformation, and loading of data from a wide variety of data sources using various on-premise and cloud-based technologies.
6. Develop processes supporting data transformation, data structures, metadata, dependency and workload management.
7. Develop and maintain data pipelines and data science solutions on cloud-based platforms.

Additional Tasks could include but are not limited to:

8. Develop or assist in development of disaster recovery plans and procedures;
9. Collaborate with stakeholders to assist with data-related technical issues and support their data infrastructure needs.
10. Collaborate with stakeholders to build and implement high-performance algorithms, prototypes, and proof of concepts for use in statistical analysis, prediction models and machine learning.
11. Integrate new data management technologies and software engineering tools into existing structures.
12. Deploy tools using various programming languages to marry systems together.
13. Research opportunities for data acquisition and new uses for existing data
14. Recommend ways to improve data reliability, efficiency and quality
15. Develop and maintain comprehensive end user documentation and reference materials/guides in the data repository and ensure it is current and accurate.
16. Coach, mentor, train and knowledge transfer to internal resources to facilitate organizational onboarding.

3.1.8 I.4 Database Modeller / IM Modeller (Level 3):

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks:

Baseline Tasks:

1. Develop and maintain the Architecture and Data Models for project initiative
2. Design, develop and maintain Logical Data Models.
3. Participate in data analysis as a result of new/updated requirements.
4. Analyze and evaluate alternative data architecture solutions to meet business problems/requirements to be incorporated into the corporate data architecture

Additional Tasks could include but are not limited to:

5. Analyze proposed changes to databases from the context of the Logical Data Model.
6. Provide technical expertise in the use and optimization of data modeling techniques to team members.
7. Provide technical assistance, guidance and direction in terms of data analysis and modeling to team members.
8. Provide assistance to project team and business users relating to data issues and data analysis concepts.
9. Participate in the development of data modeling and metadata policies and procedures.
10. Apply approved changes to Logical Data Models.
11. Comply with corporate data architectures, strategies and frameworks, including enterprise data warehouse activities. .
12. Review corporate architecture strategies and directions, data requirements, and business information needs and devise data structures to support them.
13. Improve modeling efficiency through recommendations on how to better utilize current metadata repositories.
14. Participate in data architecture refinement.
15. Define access strategies.

3.1.9 I.4 Data Modeler/IM Modeler (Data Architect) (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Develop and maintain the Architecture and Data Models for corporate and project specific initiatives, including 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.
2. Develop and maintain Architecture and Data Models for non-traditional data structures and technologies for corporate and project specific initiatives, including the identification of data most valuable to the department, the integration of this data, and the development of core relating data models.
3. Monitor and support the development of the system's data to ensure it is compliant with the data architecture, and provide recommendations in refinement of data architecture as required.
4. Develop data model, metadata policies and procedures in support of the enterprise, the data warehouse and repositories.
5. Analyze and develop data models in a hybrid cloud computing context.

Additional Tasks could include but are not limited to:

6. Analyze and evaluate alternative data architecture solutions to meet business requirements to be incorporated into the corporate data architecture.
7. Set Data Policy and the technical solution for the management, storage, access, navigation, movement, and transformation of data.
8. Design, develop, maintain and apply approved changes to data models.
9. Analyze proposed changes to databases and other data repositories from the context of the Data Model.
10. Provide technical assistance and expertise, guidance and direction in terms of data analysis and data modeling to team members.
11. Provide assistance to project team and business users relating to data issues and data analysis concepts.
12. Conform to corporate data architectures, World Customs Organization data standards, strategies and frameworks, including enterprise data warehouse activities and enterprise data analytics activities.
13. Review corporate architecture strategies and directions, data requirements, and business information needs and devise data structures to support them.
14. Conform and improve modeling efficiency through recommendations on how to better utilize current metadata repositories.
15. Examine and enforcing opportunities to provide data reuse, balancing the issues of centralization and replication.
16. Define access strategies.
17. Construct, monitor and report on work plans and schedules, while participating in projects, forums and working groups varying in scope and complexity.
18. Work within the confines of data governance, ensuring the compliance within privacy and security policies of the organization.

3.1.10 I.5. IM Architect (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Analyze existing capabilities and requirements, develop redesigned frameworks and recommend areas for improved capability and integration. Develop and document detailed statements of requirements.
2. Evaluate existing procedures and methods, identify and document database content, structure, and application subsystems, and develop data dictionary.

3. Develop data management standards and processes.
4. Provide support in the development of data governance artefacts.
5. Design, implement meta-data standards and processes.

Additional Tasks could include but are not limited to:

6. Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems.
7. Prototype potential solutions, provide tradeoff information and suggest recommended courses of action.
8. Perform information modelling in support of Business Process Reengineering (BPR) implementation.
9. Perform cost/benefit analysis of implementing new processes and solutions.
10. Provide advice in developing and integrating process and information models between business processes to eliminate information and process redundancies.
11. Provide advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options.

3.1.11 I.5 IM Architect (Data Scientist) (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Perform data exploitation on data to provide tactical and strategic insights directly to analysts, business owners, and decision makers.
2. Design experiments, test hypotheses, and build models.
3. Conduct advanced data analysis and highly complex design algorithms.
4. Apply advanced statistical, mining and modeling techniques to build, maintain, and improve on the advance analytics program.
5. Perform prototyping and developing data exploitation capabilities using advanced data analytics technologies and techniques.
6. Perform prototyping and developing data exploitation capabilities using cloud computing platforms.
7. Develop innovative and effective approaches utilizing advanced algorithms and statistical techniques to resolve client's analytics problems and communicate results and methodologies.
8. Interpret data and present material using visualizations, writing reports, producing functional notebooks, designing and delivering presentations.

Additional Tasks could include but are not limited to:

9. Identify what data is available and relevant, including internal and external data sources (structured and unstructured), leveraging data collection processes.
10. Collaborate with stakeholders and business analysts gathering requirements to identify opportunities to apply data science towards business objectives and program improvements.
11. Model and frame business scenarios that are meaningful and which impact business processes, decisions and program integrity.
12. Advise on best practises and approaches using available toolsets, while recommending and aiding to implement new tools based on researched recommendations.
13. Provide strategic recommendations on data collection, integration and retention requirements incorporating business requirements and knowledge of best practices.
14. Collaborate with stakeholders to define the validity of the information, the length of time the information is meaningful, and makes relationships to other information.

15. Work within the confines of data governance, ensuring the compliance within privacy and security policies of the organization. This includes validating where data can be stored, the retention period and sharing of data.
16. Provide leadership, guidance, and support to stakeholders and the data community.

3.1.12 I.5 IM Architect (Privacy Architect) (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Develop and maintain a corporate privacy program architecture roadmap that aligns with the direction set by the data privacy and information security officers to guide and inform initiatives (i.e., design principles, source systems, business rules/logic, technology and business alignment, etc.).
2. Develop and apply an end-to-end vision for software and information architecture and guides the selection, implementation, and management of enterprise and domain level solutions through partnerships with domain, solution, and enterprise architects, as well as the data privacy and information security officers.
3. Drive strategies, governance, and design for the identified solutions to meet the strategic goals of the corporate privacy program.
4. Integrate privacy and information lifecycle requirements into processes, controls and assessments and create direct mapping to requirements, solutions and patterns. Eliminate redundancies, close current gaps and enable agility and automation.
5. Design blueprints that protect corporate data assets and ensures those assets are effectively managed to meet the strategic goals of the corporate privacy program.

Additional Tasks could include but are not limited to:

6. Develop systematic, automated data deletion for structured and unstructured data including automated description and processing of legal, regulatory and other policies.
7. Collaborate with domain architects to identify business critical gaps and discrepancies; propose and implement remediation plans and tactics to meet corporate privacy program goals.
8. Work collaboratively with architecture and development teams fostering re-use, design for scale, stability, and operational efficiency principles.
9. Develop and drive strategies, governance, and design for the identified solutions to meet the strategic goals of the corporate privacy program.
10. Promote the merits, values, and efficiencies of privacy by design principles and effectively communicate benefits for privacy and information security-related initiatives.
11. Collaborate with other domain architects from the data, information security, and enterprise operations areas to define best practices and development methodologies to meet privacy standards.
12. Identify privacy architecture standards and tools to be mandated for functions including Cloud First, data warehouse, analytics, and data archival.
13. Develop end-to-end vision for software, information architecture and guides the selection, implementation, and management of enterprise and domain level solutions through partnerships with domain, solution, and enterprise architects, as well as the data privacy and information security officers.
14. Develop estimates for privacy, data security and data related components of a solution.
15. Work within the confines of data governance, ensuring the compliance within privacy and security policies of the organization.

3.1.13 I.11. Technology Architect (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements.
2. Identify the policies and requirements that drive out a particular solution.
3. Advise Senior Management on trends and emerging technologies and their impact on the organization's architectures and business strategies.
4. Analyze and evaluate alternative technology solutions to meet business problems.
5. Monitor industry trends to ensure that solutions fit with government and industry directions for technology.
6. Perform impact analysis of technology changes.

Additional Tasks could include but are not limited to:

7. Ensures the integration of all aspects of technology solutions.
8. Provide information, direction and support for emerging technologies.
9. Provide support to applications and/or technical support teams in the proper application of existing infrastructure.
10. Review application and program design or technical infrastructure design to ensure adherence to standards and to recommend performance improvements.

3.2 Business Stream

3.2.1 B.1. Business Analyst (Level 2)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Analyze functional requirements to identify information, procedures and decision flows.
2. Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems.
3. Define and document various user support artifacts.
4. Develop, document and provide support of data governance artefacts.
5. Elicit Business Requirements.

Additional Tasks could include but are not limited to:

6. Recommend industry trends to ensure that solutions fit with government and industry directions for technology.
7. Support in defining input / output sources, including detailed plan for technical design phase, and obtain approval of the system proposal.
8. Develop and document statements of requirements for considered alternatives.
9. Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems.
10. Establish acceptance test criteria with client.
11. Support and use the selected departmental methodologies.
12. Interpret commercial and traveler government policy legislation and regulation.
13. Interpret immigration and enforcement government policy legislation and regulation.
14. Interpret financial government policy legislation and regulation.

15. Consult and collaborate with various stakeholders.

3.2.2 B.1. Business Analyst (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Analyze functional requirements to identify information, procedures and decision flows.
2. Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems.
3. Define and document various user support artifacts.
4. Develop and document statements of requirements for considered alternatives.
5. Elicit Business Requirements.
6. Coach and mentor teams members and users on best practices and provide knowledge transfer.
7. Support in defining input / output sources, including detailed plan for technical design phase, and obtain approval of the system proposal.

Additional Tasks could include but are not limited to:

8. Recommend industry trends to ensure that solutions fit with government and industry directions for technology.
9. Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems.
10. Establish acceptance test criteria with client.
11. Support and use the selected departmental methodologies.
12. Interpret commercial and traveler government policy legislation and regulation.
13. Interpret immigration and enforcement government policy legislation and regulation.
14. Interpret financial government policy legislation and regulation.
15. Consult and collaborate with various stakeholders.
16. Develop, document and provide support of data governance artefacts.

3.2.3 B.1. Business Analyst (Data Analyst/Data Quality Analyst) (Level 2)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Consult and collaborate with the business to define/develop and document statements of data requirements.
2. Develop, build and maintain queries and/or write programs/scripts to extract and compile data from SQL repositories to merge and analyze data from various sources in order to conduct an analysis.
3. Develop, build and maintain queries and/or write programs/scripts to extract and compile data in a hybrid cloud computing environment.
4. Perform data quality analysis and testing by matching or comparing data to appropriate data sources, validating accuracy, identifying, analyzing and investigating root causes to data issues or problems.
5. Interpret, analyze data results using statistical techniques and develop data visualization presentations to present findings.

Additional Tasks could include but are not limited to:

6. Research opportunities for data acquisition and new uses for exiting data by interpreting data for validity to the business and its appropriateness to meet the needs and requirements of the client.
7. Develop and create data reports to provide management with supporting material to aid in fact based decision making.
8. Define uses of data and translate into data diagrams, requirements documents, technical design and actionable project plans.
9. Develop, create and produce comprehensive ad hoc and regular reports in response to data requests from clients.
10. Define and document metadata for business values; defining, developing and documenting business rules and definitions of data attributes/elements, including and not limited to the development and updating of data dictionary.
11. Perform data profiling of existing data and source-to-target mapping in order to ensure data integrity and quality.
12. Establish and generate data quality metrics to support reporting, monitoring and dashboard requirements.
13. Develop and maintain comprehensive end user documentation and reference materials/guides in the data repository and ensure it is current and accurate including initiating appropriate updates of definitions.
14. Develop and maintain effective working relationships with the business to discuss and resolve issues, understand current state and business processes, identify future needs and opportunities to fully support business data needs.
15. Participate in projects, forums and working groups varying in scope and complexity including the development of work plans and completing progress reports.

3.2.4 B.1. Business Analyst (Data Analyst/Data Quality Analyst) (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Consult and collaborate with the business to define/develop and document statements of data requirements.
2. Develop, build and maintain queries and/or write programs/scripts to extract and compile data from SQL repositories to merge and analyze data from various sources in order to conduct an analysis.
3. Develop, build and maintain queries and/or write programs/scripts to extract and compile data in a hybrid cloud computing environment.
4. Perform data quality analysis and testing by matching or comparing data to appropriate data sources, validating accuracy, identifying, analyzing and investigating root causes to data issues or problems.
5. Interpret, analyze data results using statistical techniques and develop data visualization presentations to present findings.
6. Analyze and mine data to identify patterns, trends, anomalies and correlations among the various data points.
7. Define and document metadata for business values; defining, developing and documenting business rules and definitions of data attributes/elements, including and not limited to the development and updating of data dictionary.

Additional Tasks could include but are not limited to:

8. Research opportunities for data acquisition and new uses for exiting data by interpreting data for validity to the business and its appropriateness to meet the needs and requirements of the client.

9. Develop and create data reports to provide management with supporting material to aid in fact based decision making.
10. Define uses of data and translate into data diagrams, requirements documents, technical design and actionable project plans.
11. Develop, create and produce comprehensive ad hoc and regular reports in response to data requests from clients.
12. Perform data profiling of existing data and source-to-target mapping in order to ensure data integrity and quality.
13. Establish and generate data quality metrics to support reporting, monitoring and dashboard requirements.
14. Provide client education and end user support by identifying training needs, participating in developing and delivering training/information sessions to increase client awareness and understanding of data and data extraction mining tools.
15. Develop and maintain comprehensive end user documentation and reference materials/guides in the data repository and ensure it is current and accurate including initiating appropriate updates of definitions.
16. Develop and maintain effective working relationships with the business to discuss and resolve issues, understand current state and business processes, identify future needs and opportunities to fully support business data needs.
17. Participate in projects, forums and working groups varying in scope and complexity including the development of work plans and completing progress reports.

3.2.5 B.2. Business Architect (Level 2)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Develop policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization's actual and planned capabilities in terms of computers, data, information, human resources, communication facilities, software and management responsibilities.
2. Develop the specifications for where, how and why the various organizational components fit together as they do, and how they support the organization's mandate.
3. Conduct an assessment of the organizations current project's business architecture, process and performances.

Additional Tasks could include but are not limited to:

4. Recommend changes to improve operational performance.
5. Ensure consistency and integration with the organization's and government architectures and business strategies.
6. Evaluate the feasibility of the architecture and technologies related to a business change;
7. Identify risks associated with the architecture and technologies and recommending risk mitigation.
8. Advise Senior Management on trends and emerging technologies and their impact on the organization's architectures and business strategies.
9. Manage the development and implementation of an architectural improvement plan
10. Define standard common business vocabulary.
11. Develop high level integrated designs to meet requirements to align with enterprise strategy.

3.2.6 B.2. Business Architect (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Develop policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization's actual and planned capabilities in terms of computers, data, information, human resources, communication facilities, software and management responsibilities.
2. Develop the specifications for where, how and why the various organizational components fit together as they do, and how they support the organization's mandate.
3. Conduct an assessment of the organizations current project's business architecture, process and performances.
4. Advise Senior Management on trends and emerging technologies and their impact on the organization's architectures and business strategies.

Additional Tasks could include but are not limited to:

5. Recommend changes to improve operational performance.
6. Ensure consistency and integration with the organization's and government architectures and business strategies.
7. Evaluate the feasibility of the architecture and technologies related to a business change;
8. Identify risks associated with the architecture and technologies and recommending risk mitigation.
9. Manage the development and implementation of an architectural improvement plan
10. Define standard common business vocabulary.
11. Develop high level integrated designs to meet requirements to align with enterprise strategy.

3.2.7 B.3. Business Consultant (Level 2)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Analyze, evaluate, develop business processes (financial, operational, systems, etc.).
2. Identify organizational and/or project business opportunities for improvement and streamlining of business processes.
3. Perform business analyses of functional requirements to identify information, procedures, and decision flows.

Additional Tasks could include but are not limited to:

4. Identify and evaluate critical success parameters, factors and performance measurements.
5. Assist stakeholders in development and implementation of business improvement processes and programs.
6. Develop and document statements of requirements for considered alternatives.
7. Prepare briefings, position papers, presentations and other documentation upon request and maintain accurate and complete records of decisions for all stages of the Project.
8. Organize and oversee weekly project team meetings, as well as facilitating status review meetings among project teams' members.

3.2.8 B.3. Business Consultant (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Analyze, evaluate, develop business processes (financial, operational, systems, etc.).

2. Identify organizational and/or project business opportunities for improvement and streamlining of business processes.
3. Perform business analyses of functional requirements to identify information, procedures, and decision flows.
4. Identify and evaluate critical success parameters, factors and performance measurements.
5. Assist stakeholders in development and implementation of business improvement processes and programs.
6. Prepare briefings, position papers, presentations and other documentation upon request and maintain accurate and complete records of decisions for all stages of the Project.
7. Organize and oversee weekly project team meetings, as well as facilitating status review meetings among project teams' members.

Additional Tasks could include but are not limited to:

8. Develop and document statements of requirements for considered alternatives.

3.2.9 B.5. Business Process Re-engineering (BPR) Consultant (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Analyze business functional requirements to identify information, procedures and decision flows.
2. Identify candidate processes for re-design; prototype potential solutions, provide trade-off information and suggest a recommended course of action. Identify the modifications to the automated processes.
3. Provide expert advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options.
4. Prepare a detailed statements of requirements on data analytics and business intelligence.
5. Provide expert advice on and/or assist in implementing new processes and organizational changes.

Additional Tasks could include but are not limited to:

6. Review existing work processes and organizational structure.
7. Provide expert advice in developing and integrating process and information models between processes to eliminate information and process redundancies.
8. Document workflows.
9. Use business, workflow and organizational modeling software tools.
10. Develop, document and provide support of data governance artefacts.
11. Document and describe existing organizational practices and procedures related to the business intelligence and data analytics.
12. Analyze and develop GC Information Management Policies.

3.2.10 B.11 Instructor, Information Technology (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Develop a training strategy that can be applied to the Business Intelligence environment.
2. Create a training program roadmap for the Business Intelligence program delivery, including and not limited to a catalogue of required training materials.

Additional Tasks could include but are not limited to:

3. Assess the relevant characteristics of a target audience.
4. Provide recommendations on different roles of a target audience.
5. Assess the relevant training program material required to define the transition of the training program from current Cognos software version to the next software version.
6. Develop a transition plan to transition the training program from the current Cognos software version to the next software version.
7. Develop a catalogue of training materials required to be developed.
8. Develop the training program course material.
9. Prepare end-users for implementation of courseware materials in a Business Intelligence environment.
10. Conduct knowledge sharing sessions to employees.
11. Conduct training courses.
12. Communicate effectively by visual, oral, and written form with individuals, small groups, and in front of large audiences.
13. Prepare work plan updates and status reports.

3.2.11 P.1. Change Management Consultant (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. 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.
2. Identify future business/ICT requirements against the current enterprise architecture, perform gaps analyses, develop Requirements for Technology Architectures (RTA), and prepare migration strategies.
3. 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.
4. Provide advice and guidance on implementing the CBSA IM/IT Strategic Plan and Implementation Roadmap that includes the multi-year transformation journey to realize the vision and describes the key phases of transformation and major initiatives on the journey path aligned with Program Branch priorities.

Additional Tasks could include but are not limited to:

5. Identify business and technology trends that create opportunities for business improvement, advise business and Senior Executives on trends and emerging technologies and the impact on the organization's and government Information and Communications Technology (ICT) architectures and business strategies, model "What if" scenarios and recommend appropriate changes to the existing architecture and infrastructure, and recommend alternative solutions, methodologies and strategies.
6. Produce an architectural evolution plan, recommend prioritization of architecture evolution initiatives, and develop and/or implement an architecture evolution plan.
7. Manage the development and implementation of an architectural improvement plan.
8. Coach, mentor and train the organization to perform any of the above.
9. Modernize and develop new agency systems and capabilities to meet current and future business needs via strong management practices including financial and human resources.

3.2.12 P.5 Project Executive (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Define and confirm the objectives for the project, determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team.
2. Develop and/or review Project Charters, Business Cases, detailed project plans, Memorandums to Cabinet, and/or Treasury Board submissions.
3. Lead the development of briefings, solutions and status reports for presentation to executive management.
4. Develop and deliver presentations to senior management and stakeholder groups as required, including the preparation of plans, charts, tables and diagrams to assist in analyzing or displaying problems.
5. Provide leadership and oversight for the design activities, including usage of deliverables necessary to satisfy the methodology, including, but not limited to:
 - Strategic Business Objectives and Critical Success factors.
 - Definition of business competencies, capabilities, value drivers, outcomes and measures.
 - Definition of target business model, operating model, and target service model.
 - Definition and development of strategy and value components such as strategy maps, competency maps, value maps, value clusters, goal chains and value chain diagrams.
 - Identification and analysis of pain points, pain clusters and pain chains.
6. Provide advice to ensure business strategies are developed and implemented; project schedules are developed, maintained and respected; risks and issues are managed; and change request procedures are followed.
7. Manage scope, context and business requirements, working with departmental leads and key clients.

Additional Tasks could include but are not limited to:

8. 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.
9. Oversee and provide guidance to several Project Managers, each responsible for an element of the project and its associated project team.
10. Provide Requirements Management and Project Control throughout the project.
11. Provide guidance and recommendations for the design, development, test, and implementation.
12. Meet with other organizational executives to ensure all internal and external stakeholders are committed and moving forward on project and organizational goals.
13. Manage internal and external stakeholder relations.
14. Lead working groups and consultations and obtain consensus and reach decisions with respect to recommendations and strategic options pertaining to the project.
15. Provide expert solution and business transformation leadership for the project with all stakeholders.
16. Ensure compliance with portfolio-wide standards for architecture, engineering and business transformation.
17. Support release planning from an architecture perspective, including requirements, and associated planning and execution of work to support identified requirements.
18. Provide solution and transformation alignment leadership from a project planning perspective.
19. Support the development of the transformation roadmap and transition plan.

20. Report progress of the project on an ongoing basis and at scheduled points in the life cycle.
21. Review and comment on all project deliverables from Initiation to project completion.
22. Provide project oversight during the development, implementation and operations start-up to ensure that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters.
23. Ability to deliver projects in an AGILE approach.

3.2.13 P.9. Project Manager (Level 2)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters.
2. Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools.
3. Maintain process improvement, communication and change management throughout the full lifecycle of the project delivery.

Additional Tasks could include but are not limited to:

4. 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.
5. Define and document the objectives for the project.
6. Report progress of the project on an ongoing basis and at scheduled points in the life cycle.
7. Meets in conference with stakeholders and other project managers and states problems in a form capable of being solved.
8. Develop presentations and reports to communicate progress of projects within the assigned portfolio.

3.2.14 P.9. Project Manager (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters.
2. Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools.
3. Maintain process improvement, communication and change management throughout the full lifecycle of the project delivery.
4. Manage risk and issue logs in support of project communications management.
5. 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.
6. Report progress of the project on an ongoing basis and at scheduled points in the life cycle.
7. Develop presentations and reports to communicate progress of projects within the assigned portfolio.

Additional Tasks could include but are not limited to:

8. Define and document the objectives for the project.
9. Meets in conference with stakeholders and other project managers and states problems in a form capable of being solved.
10. Coach, and mentor teams' members and users on best practices and provide knowledge transfer.

3.2.15 P.12 Risk Management Specialist (Level 3)

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

Baseline Tasks:

1. Develop and manage the implementation of Risk Management Plans to identify, analyze, plan, track, evaluate and control project risks on a continuous basis throughout the project life cycle.
2. Conduct risk assessments and evaluate potential risk and losses.
3. Identify project and procurement risks.
4. Recommend alternative solutions, methodologies and strategies for risk mitigation and management.
5. Assist in the development and/or implementation of Risk Management Plans.
6. Assist in prioritization and assignment of risks.
7. Identify, confirm and document the risk tolerance for the process, project, program, or strategic risk and using this tolerance to guide all analysis, assessment and recommendations undertaken or produced.
8. Identify relevant risks and opportunities (including, but not limited to, economic, political, operational, legal, reputation, technical, organizational, accounting, banking and social risks) that threaten the objectives and priorities.

Additional Tasks could include but are not limited to:

9. Coach, mentor and train project teams in risk mitigation techniques.
10. Develop and implement business continuity plans.
11. Provide leadership and support to the design, implementation and evaluation of clients products/services performance measures, risk management and risk mitigation strategies.
12. Liaise with and interview stakeholders, as required, to obtain, clarify and exchange information, in-order to co-ordinate and manage the Risk Assessment Process.
13. Assist with the on-going monitoring of risk and assist with the implementation of risk response and mitigation strategies.
14. Recommend and document suggested Risk Responses necessary to manage the likelihood and/or impact of the identified risks.
15. Prepare draft and finalized risk assessments, briefing notes, presentations and papers related to risk management, and develop and update risk management plans.

SW4 OVERALL CBSA TECHNICAL ENVIRONMENT

1. IBM DB2 on UNIX
2. IBM PureData
3. IBM InfoSphere Information Governance Catalog
4. IBM Information Server for Data Integration
5. IBM InfoSphere Information Server for Data Quality
6. IBM InfoSphere DataStage
7. IBM InfoSphere Change Data Capture
8. IBM InfoSphere QualityStage
9. IBM InfoSphere FastTrack
10. InfoSphere Business Glossary Anywhere
11. IBM InfoSphere Information Analyzer
12. IBM InfoSphere Metadata Workbench
13. IBM InfoSphere Data Architect
14. IBM InfoSphere Information Services Director
15. IBM InfoSphere DataStage and QualityStage Designer
16. IBM SPSS
17. IBM SPSS Modeler Server
18. IBM Cognos Framework Manager
19. IBM Cognos Business Intelligence Transformer
20. IBM Cognos Administration
21. IBM Cognos PowerPlay Studio
22. IBM Cognos Software Development Kit
23. SQL
24. Sybase
25. XML
26. R
27. Python
28. ArcGIS
29. Tableau
30. PowerBI
31. Hadoop
32. Spark
33. Stream processing (Kafka, AWS Kinesis, Azure Event Hub)
34. MS Office
35. Cognos v10
36. Cognos v11+
37. Microsoft Azure cloud
38. Amazon Web Services cloud

SW5 GOVERNMENT FURNISHED EQUIPMENT/INFORMATION

- 5.1 The CBSA Data Management team will provide an appropriate workspace with access to the appropriate tools for the resources to carry out the expectations set out in this SOW.
- 5.2 The Contractor will be provided with a CBSA user ID, password, workstation or laptop, email address, and other materials (supporting documentation) as required in order to process, store,

and/or transmit CBSA data on the CBSA network during the contract. The use of contractor IT systems is not permitted.

SW6 ACCEPTANCE CRITERIA

All work and services are to be provided to the entire satisfaction and approval of the Project Authority.

SW7 DELIVERABLES

The Contractor will provide various reports, plans, analysis and other related documents as specified in the applicable Task Authorization.

SW8 CONSTRAINTS

At no time and in no way is CBSA data to be removed from CBSA sites, nor will access to or from the contractor's IT systems through the use of a session (e.g VPN) be permitted.

The contractor must comply with CBSA internal security policies, directives, standards, and guidelines at all times during the contract.

SW9 REPORTING REQUIREMENTS

Timesheets are to be provided on a monthly depicting hours worked on a daily basis.

SW10 WORK LOCATION

All work will be performed in the National Capital Region on-site at CBSA offices.

The current Primary Office location is 333 North River Rd Ottawa, Ontario.

Appendix A – Glossary

Acronym or Term	Definition
Architecture and Data Model	An abstract model that organizes elements of data and standardizes how they relate to one another and to properties of the real world entities.
Business Cases	A presentation or a proposal to an authority by an organization seeking funding, approval, or both for an activity, initiative, or project. A business case puts a proposed investment decision into a strategic context and provides the information necessary to make an informed decision about whether to proceed with the investment and in what form.
Business Intelligence	The strategies and technologies used by enterprises for the data analysis of business information. BI technologies provide historical, current and predictive views of business operations.
Business Process Reengineering	A business management strategy focusing on the analysis and design of workflows and business processes within an organization.
Business Transformation Enablement Program	A set of tools which have been developed to provide an integrated approach for strategic management and alignment, and business transformation.
Cloud First	Adoption strategy in which cloud is the preferred option for delivering IT services and public cloud is the preferred option for cloud deployment.
Complex SQL	Is the use of SQL queries which go beyond the standard SQL of using the SELECT and WHERE commands. Complex SQL often involves using complex joins and sub-queries, where queries are nested in WHERE clauses. Complex queries frequently involve heavy use of AND and OR clauses.
Critical Success Factors	A management term for an element that is necessary for an organization or project to achieve its mission.
Data Analytics	The process of examining data sets in order to draw conclusions about the information they contain.
Data Policy	A set of measurable rules for a set of data elements, in the context of an organizational scope, for the benefit of a business process, irrespective of where the data is stored and the party that provides the data.
Data Base Management System	A software package designed to define, manipulate, retrieve and manage data in a database.
Enterprise Data Warehouse	An Enterprise Data Warehouse (EDW) is a collection of corporate information and data derived from operational systems and external data sources. An EDW is designed to support business decisions by allowing data consolidation, analysis and reporting at different aggregate levels
Federated Architecture Program	A pattern in enterprise architecture that allows interoperability and information sharing between semi-autonomous de-centrally organized lines of business (LOBs), information technology systems and applications.
GC Information Management Policies	Government of Canada's policy to achieve efficient and effective information management to support program and service delivery; foster informed decision making, facilitate accountability transparency and collaboration; and preserve and ensure access to information and records for the benefit of present and future generations.
Highly Scalable	is the capability to add more capacity when required to handle the increased workload

Information and Communications Technology	A term for information technology (IT) which stresses the role of unified communications[1] and the integration of telecommunications (telephone lines and wireless signals), computers as well as necessary enterprise software, middleware, storage, and audio-visual systems, which enable users to access, store, transmit, and manipulate information.
Logical Data Model	Is the description of the data in as much detail as possible, without regard to how they will be physical implemented in the database.
Memorandum to Cabinet	A minister's vehicle for proposing and explaining a proposed measure to the Cabinet and for obtaining its approval.
Project Charters	A statement of the scope, objectives, and participants in a project. It provides a preliminary delineation of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, and defines the authority of the project manager.
Project Controls	The data gathering, data management and analytical processes used to predict, understand and constructively influence the time and cost outcomes of a project or program; through the communication of information in formats that assist effective management and decision making.
Requirements Management	The process of documenting, analyzing, tracing, prioritizing and agreeing on requirements and then controlling change and communicating to relevant stakeholders.
Risk Assessment Process	The process of assessing risks and their inherent risk associated with a particular project scope and its expected benefits.
Risk Management Plans	The document which is prepared to foresee risks, estimate impacts, and define responses.
Risk Responses	The process of documenting for each risk, a risk response in the risk register. Aiming to eliminating the risk, lowering the probability of risk occurrence and lowering the impact of the risk on the project objectives.
Strategic Business Objectives	Goals deemed most important to the current and future health of an organization.
Technology Architecture	The process of development of methodical information technology specifications, models and guidelines, using a variety of Information Technology notations, for example UML, within a coherent Information Technology architecture framework, following formal and informal Information Technology solution, enterprise, and infrastructure architecture processes.
World Customs Organization	The World Customs Organization (WCO), established in 1952 as the Customs Co-operation Council (CCC) is an independent intergovernmental body whose mission is to enhance the effectiveness and efficiency of Customs administrations. http://www.wcoomd.org/

APPENDIX A TO ANNEX A

TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled "Allocation of Task Authorizations". Once a draft TA Form is received, the Contractor must submit to the Technical Authority a quotation of rates to supply the requested Resource Categories based on the information identified in the TA Form. The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 48 hours turnaround time to submit a quotation.
2. With each quotation the Contractor must propose the required number of resources and for each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
 - (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).
 - (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
 - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
 - (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
 - (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start

date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.

- (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.
- 3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
- 4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contracting Authority may find the quotation to be non-responsive.
- 5. Only quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.
- 6. Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

**APPENDIX B TO ANNEX A
TASK AUTHORIZATION FORM**

(SEE DOCUMENT ATTACHED)

APPENDIX C TO ANNEX A
RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

(SEE DOCUMENT ATTACHED)

APPENDIX D 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/are fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

Print name of authorized individual & sign above

Date

5. NON-DISCLOSURE AGREEMENT

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

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

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

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

Print name of proposed resource & sign above

Date

ANNEX B

BASIS OF PAYMENT

1. Professional Services

In accordance with the Contract, the Contractor will be paid the following firm all-inclusive per diem rates for work performed pursuant to this Contract, Applicable Taxes extra.

WORKSTREAM 1

INITIAL CONTRACT PERIOD (2 YEARS)		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1 - Application/Software Architect (Analytics)	3	
A.6 - Programmer/Software Developer	3	
A.6 - Programmer/Software Developer	2	
A.7 - Programmer/Analyst	3	
I.2 - Database Administrator	3	
I.3. - Database Analyst / IM Administrator	3	
I.3. - Database Analyst / IM Administrator (Data Engineer)	3	
I.4 - Database Modeller / IM Modeller	3	
I.4 - Database Modeller/IM Modeller (Data Architect)	3	
I.5 - IM Architect	3	
I.5 - IM Architect (Data Scientist)	3	
I.5 - IM Architect (Privacy Architect)	3	
I.11 - Technology Architect	3	

OPTION YEAR 1 (2 YEARS)		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1 - Application/Software Architect (Analytics)	3	
A.6 - Programmer/Software Developer	3	
A.6 - Programmer/Software Developer	2	
A.7 - Programmer/Analyst	3	
I.2 - Database Administrator	3	
I.3. - Database Analyst / IM Administrator	3	
I.3. - Database Analyst / IM Administrator (Data Engineer)	3	
I.4 - Database Modeller / IM Modeller	3	
I.4 - Database Modeller/IM Modeller (Data Architect)	3	
I.5 - IM Architect	3	
I.5 - IM Architect (Data Scientist)	3	
I.5 - IM Architect (Privacy Architect)	3	
I.11 - Technology Architect	3	

OPTION YEAR 2 (2 YEARS)		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1 - Application/Software Architect (Analytics)	3	
A.6 - Programmer/Software Developer	3	
A.6 - Programmer/Software Developer	2	
A.7 - Programmer/Analyst	3	
I.2 - Database Administrator	3	
I.3. - Database Analyst / IM Administrator	3	
I.3. - Database Analyst / IM Administrator (Data Engineer)	3	
I.4 - Database Modeller / IM Modeller	3	
I.4 - Database Modeller/IM Modeller (Data Architect)	3	
I.5 - IM Architect	3	
I.5 - IM Architect (Data Scientist)	3	
I.5 - IM Architect (Privacy Architect)	3	
I.11 - Technology Architect	3	

WORKSTREAM 2

INITIAL CONTRACT PERIOD (2 YEARS)		
Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 - Business Analyst	2	
B.1 - Business Analyst	3	
B.1. - Business Analyst (Data Analyst/Data Quality Analyst)	2	
B.1 - Business Analyst (Data Analyst/Data Quality Analyst)	3	
B.2. Business Architect	2	
B.2 - Business Architect	3	
B.3 - Business Consultant	2	
B.3 - Business Consultant	3	
B.5 - Business Process Re-engineering (BPR) Consultant	3	
B.11 - Instructor, Information Technology	3	
P.1 - Change Management Consultant	3	
P.5 - Project Executive	3	
P.9 - Project Manager	2	
P.9 - Project Manager	3	
P.12 - Risk Management Specialist	3	

OPTION YEAR 1 (2 YEARS)		
Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 - Business Analyst	2	
B.1 - Business Analyst	3	
B.1. - Business Analyst (Data Analyst/Data Quality Analyst)	2	
B.1 - Business Analyst (Data Analyst/Data Quality Analyst)	3	
B.2. Business Architect	2	
B.2 - Business Architect	3	
B.3 - Business Consultant	2	
B.3 - Business Consultant	3	
B.5 - Business Process Re-engineering (BPR) Consultant	3	
B.11 - Instructor, Information Technology	3	
P.1 - Change Management Consultant	3	
P.5 - Project Executive	3	
P.9 - Project Manager	2	
P.9 - Project Manager	3	
P.12 - Risk Management Specialist	3	

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OPTION YEAR 2 (2 YEARS)		
Resource Category	Level of Expertise	Firm Per Diem Rate
B.1 - Business Analyst	2	
B.1 - Business Analyst	3	
B.1. - Business Analyst (Data Analyst/Data Quality Analyst)	2	
B.1 - Business Analyst (Data Analyst/Data Quality Analyst)	3	
B.2. Business Architect	2	
B.2 - Business Architect	3	
B.3 - Business Consultant	2	
B.3 - Business Consultant	3	
B.5 - Business Process Re-engineering (BPR) Consultant	3	
B.11 - Instructor, Information Technology	3	
P.1 - Change Management Consultant	3	
P.5 - Project Executive	3	
P.9 - Project Manager	2	
P.9 - Project Manager	3	
P.12 - Risk Management Specialist	3	

ANNEX C
SECURITY REQUIREMENTS CHECK LIST

COMMON-PS-SRCL#19

Government of Canada
Gouvernement du Canada

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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 Canada Border Services Agency (CBSA)		2. Branch or Directorate / Direction générale ou Direction Information, Science and Technology Branch (ISTB)
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 IT Professional Services Supply Chain, under TBIPS Tier 2 Aboriginal Set-aside, to support the Agency's Enterprise Architecture, Information Management & Common Services division's IT requirement relating to Open Government and Data Analytics in the functional areas of Data Governance and Enterprise Analytics and Data Services Portfolio Manager.		
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 type="checkbox"/> No Non <input checked="" 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 checked="" type="checkbox"/> No Non <input 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 checked="" 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 checked="" 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 checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>
SECRET SECRET <input checked="" 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?	<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
Short Title(s) of material / Titre(s) abrégé(s) du matériel : Document Number / Numéro du document :	
PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)	
10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis	
<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input checked="" type="checkbox"/> CONFIDENTIAL CONFIDENTIEL
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS	<input checked="" type="checkbox"/> SECRET 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
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 CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTRICTÉE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COMSEC TOP SECRET COMSEC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / 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 indiquer 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	
Beverlee Casselman	A / Director	Beverlee Casselman	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
343-291-7380		beverlee.casselman@ps-srcl.gc.ca	MARCH 15/19
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	
Stéphane Lafontaine	Team leader	[Signature]	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
343-291-7776		Stéphane.Lafontaine@PSA-ASPC.gc.ca	17.3.2019
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 Non / Oui
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	
		[Signature] Michaud Daniel	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
17. Contracting Security Authority / Autorité contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	
		Saumur, Jacques O	
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-pwgsc.gc.ca
Telephone / Téléphone 613-948-1732
Facsimile / Télécopieur 613-948-1712

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)		
Former Public Servants See the Article in Part 2 of the bid solicitation entitled Former Public Servant for a definition of "Former Public Servant".	Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation? Yes ____ No ____ If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant"	

	<p>Is the Bidder a FPS who received a lump sum payment under the terms of the Work Force Adjustment Directive?</p> <p>Yes ____ No ____</p> <p>If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant"</p>	
<p>Security Clearance Level of Bidder</p> <p>[include both the level and the date it was granted]</p> <p>[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.]</p>		
<p>Workstream covered by this bid: Bidders should indicate which Stream they are proposing to supply in this bid (If the bidder has submitted bid for one or more Streams, please only indicate the Stream covered by this bid).</p>	Workstream	Yes/No
	Workstream 1	
	Workstream 2	
<p>On behalf of the Bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that:</p> <ol style="list-style-type: none"> 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 – CORPORATE MANDATORY REQUIREMENTS
1.0 WORKSTREAM 1 - TECHNICAL WORKSTREAM

ID	Corporate Mandatory Criteria	Bidder's response	
		Met Y/N	Demonstrated Experience (Cross reference to proposal)
M1	<p>The Bidder must demonstrated contract experience in delivering informatics professional services supplying all resource categories listed in the table below for the required minimum billable days per Resource Category. Billable days are defined as days worked and billed to clients, calculated at 7.5 hours per day.</p> <p>To be accepted,</p> <ol style="list-style-type: none">1) The billable days must have been for the delivery of informatics professional services;2) For each resource category, the billable days must have occurred within the past 5 years prior to the Initial Solicitation Closing Date;3) The billable days must have been provided under a maximum of 10 contracts per resource category; and4) The work billed for a given resource category must include, at a minimum, the baseline tasks listed in SW3 of Annex A - Statement of Work for the same resource category.5) The Bidder must provide a completed Billable Days Response Template (Appendix A) as well as a Bidder's Response Template for Corporate References (Appendix B– section 1, 2 and 3) provided in this attachment for each Resource Category.		

TBIPS Category	TBIPS Level	Minimum Billable Days per Category (1 Billable day = 7.5 hours)

ID	Corporate Mandatory Criteria					Bidder's response	
						Met Y/N	Demonstrated Experience (Cross reference to proposal)
	1	I.3 Database Analyst/IM Administrator (Data Engineer)	3	1000	<div>In the case a <u>resource category</u> in the referenced contract is not identical to the resource category in M1, the Bidder must provide evidence that the work performed includes, at a minimum, the baseline tasks listed in SW3 of Annex A - Statement of Work for the same resource category for the particular resource category in M1.</div> <div>In the case a <u>resource category level</u> in the referenced contract is not identical to the resource category level 3 in M1, the Bidder must provide evidence that the resource meets the TBIPS resource category level 3 in having 10+ years of experience.</div>		
	2	I.4 Database Modeler/IM Modeler (Data Architect)	3	500			
	3	I.5. IM Architect	3	1000			
	4	I.5 IM Architect (Data Scientist)	3	500			
	5	I.11. Technology Architect	3	600			
M2	<div>The Bidder must have been awarded, within the past 5 years prior to the Initial Solicitation Closing Date, 1 contract to deliver informatics professional services where:</div> <div><div>a. The Bidder provided a minimum of 5 resources simultaneously for a minimum period of 6 months; and</div><div>b. Each of the 5 resources must have provided informatics professional services for a minimum of 100 billable days during a 6 consecutive month period.</div></div>						

ID	Corporate Mandatory Criteria	Bidder's response																
		Met Y/N	Demonstrated Experience (Cross reference to proposal)															
M3	<p>The Bidder must demonstrate the provision of informatics professional services for the following 4 Resource Categories identified below.</p> <p>To be accepted,</p> <div><div>1) Each resource must have provided informatics professional services within the past 5 years prior to the Initial Solicitation Closing Date; and</div><div>2) Each resource must have provided informatics professional services for a minimum of 100 billable days during a 6 consecutive month period.</div></div> <table><tr><th>#</th><th>TBIPS Category</th><th>TBIPS Level</th></tr><tr><td>1</td><td>A.1. Application/Software Architect</td><td>3</td></tr><tr><td>2</td><td>A.6 Programmer/Software Developer</td><td>2</td></tr><tr><td>3</td><td>A.7 Programmer/Analyst</td><td>3</td></tr><tr><td>4</td><td>I.2 Database Administrator</td><td>3</td></tr></table> <p>The Bidder must provide a Bidder's Response Template for Corporate References (Appendix B) provided in this Attachment for each contract reference submitted to substantiate experience.</p> <p>In the case a resource category in the referenced contract is not for the identical to the resource category in M3, the Bidder must provide evidence that the work performed includes, at a minimum, the baseline tasks listed in SW3 of Annex A - Statement of Work for the same resource category for the particular resource category in M3.</p> <p>In the case a resource category in the referenced contract is not identical to the resource category AND/OR level mentioned in M1, the Bidder must provide evidence that the resource meets the TBIPS resource category level 3 by having 10+ years of experience AND provide evidence that the work performed includes, at a minimum, the baseline tasks listed in SW3 of Annex A - Statement of Work</p>	#	TBIPS Category	TBIPS Level	1	A.1. Application/Software Architect	3	2	A.6 Programmer/Software Developer	2	3	A.7 Programmer/Analyst	3	4	I.2 Database Administrator	3		
#	TBIPS Category	TBIPS Level																
1	A.1. Application/Software Architect	3																
2	A.6 Programmer/Software Developer	2																
3	A.7 Programmer/Analyst	3																
4	I.2 Database Administrator	3																

ID	Corporate Mandatory Criteria	Bidder's response	
		Met Y/N	Demonstrated Experience to (Cross reference to proposal)
M4	<p>The Bidder must demonstrate Corporate contract experience, in the past 5 years prior to the Initial Solicitation Closing Date, involving a transition-in, for one contract.</p> <p>To be accepted the Bidder's contract transition-in experience must demonstrate that it includes:</p> <ol style="list-style-type: none">1) The planning, execution and monitoring of resource training or knowledge transfer for at least 5 resources; and2) The delivery of transition-in progress reports or the resolution of transition-in issues. <p>The Bidder must provide a Bidder's Response Template for Corporate References (Appendix B - Section 1 and 2) provided in this Attachment for each contract reference submitted to substantiate experience.</p>		

2.0 WORKSTREAM 2 - BUSINESS WORKSTREAM

ID	Corporate Mandatory Criteria	Bidder's response													
		Met Y/N	Demonstrated Experience (Cross reference to proposal)												
M1	<p>The Bidder must demonstrated contract experience in delivering informatics professional services supplying all resource categories listed in the table below for the required minimum billable days per Resource Category. Billable days are defined as days worked and billed to clients, calculated at 7.5 hours per day.</p> <p>To be accepted,</p> <ol style="list-style-type: none">1) The billable days must have been for the delivery of informatics professional services;2) For each resource category, the billable days must have occurred within the past 5 years prior to the Initial Solicitation Closing Date;3) The billable days must have been provided under a maximum of 10 contracts per resource category; and4) The work billed for a given resource category must include, at a minimum, the baseline tasks listed in SW3 of Annex A - Statement of Work for the same resource category.5) The Bidder must provide a completed Billable Days Response Template (Appendix C) as well as a Bidder's Response Template for Corporate References (Appendix D - section 1, 2 and 3) provided in this attachment for each Resource Category. <table><tr><th colspan="2">TBIPS Category</th><th>TBIPS Level</th><th>Minimum Billable Days per Category (1 Billable day = 7.5 hours)</th></tr><tr><td>1</td><td>B.1. Business Analyst</td><td>3</td><td>1200</td></tr><tr><td>2</td><td>B.1 Business Analyst (Data Analyst/Data Quality Analyst)</td><td>3</td><td>500</td></tr></table>	TBIPS Category		TBIPS Level	Minimum Billable Days per Category (1 Billable day = 7.5 hours)	1	B.1. Business Analyst	3	1200	2	B.1 Business Analyst (Data Analyst/Data Quality Analyst)	3	500		
TBIPS Category		TBIPS Level	Minimum Billable Days per Category (1 Billable day = 7.5 hours)												
1	B.1. Business Analyst	3	1200												
2	B.1 Business Analyst (Data Analyst/Data Quality Analyst)	3	500												

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ID	Corporate Mandatory Criteria				Bidder's response	
					Met Y/N	Demonstrated Experience (Cross reference to proposal)
	3	B.5. Business Process Re-engineering (BPR) Consultant	3	600		
	4	P.5 Project Executive	3	1200		
	5	P.9. Project Manager	3	1200		
	<p>In the case a <u>resource category</u> in the referenced contract is not identical to the resource category in M1, the Bidder must provide evidence that the work performed includes, at a minimum, the baseline tasks listed in SW3 of Annex A - Statement of Work for the same resource category for the particular resource category in M1.</p> <p>In the case a <u>resource category level</u> in the referenced contract is not identical to the resource category level 3 in M1, the Bidder must provide evidence that the resource meets the TBIPS resource category level 3 in having 10+ years of experience.</p>					
M2	<p>The Bidder must have been awarded, within the past 5 years prior to the Initial Solicitation Closing Date, 1 contract to deliver informatics professional services where:</p> <p>a. The Bidder provided a minimum of 5 resources simultaneously for a minimum period of 6 months; and</p> <p>b. Each of the 5 resources must have provided informatics professional services for a minimum of 100 billable days during a 6 consecutive month period.</p>					
M3	<p>The Bidder must demonstrate the provision of informatics professional services for the following 5 Resource Categories identified below.</p> <p>To be accepted,</p>					

ID	Corporate Mandatory Criteria	Bidder's response																		
		Met Y/N	Demonstrated Experience (Cross reference to proposal)																	
	<div>1) Each resource must have provided informatics professional services within the past 5 years prior to the Initial Solicitation Closing Date; and</div> <div>2) Each resource must have provided informatics professional services for a minimum of 100 billable days during a 6 consecutive month period.</div> <table><thead><tr><th>#</th><th>TBIPS Category</th><th>TBIPS Level</th></tr></thead><tbody><tr><td>1</td><td>B.2. Business Architect</td><td>3</td></tr><tr><td>2</td><td>B.3. Business Consultant</td><td>3</td></tr><tr><td>3</td><td>B.11 Instructor, Information Technology</td><td>3</td></tr><tr><td>4</td><td>P.1. Change Management Consultant</td><td>3</td></tr><tr><td>5</td><td>P.12 Risk Management Specialist</td><td>3</td></tr></tbody></table> <div>The Bidder must provide a Bidder's Response Template for Corporate References (Appendix D) provided in this Attachment for each contract reference submitted to substantiate experience.</div> <div>In the case a resource category in the referenced contract is not for the identical to the resource category in M3, the Bidder must provide evidence that the work performed includes, at a minimum, the baseline tasks listed in SW3 of Annex A - Statement of Work for the same resource category for the particular resource category in M3.</div> <div>In the case a resource category level in the referenced contract is not identical to the resource category level 3 in M3, the Bidder must provide evidence that the resource meets the TBIPS resource category level 3 in having 10+ years of experience.</div>	#	TBIPS Category	TBIPS Level	1	B.2. Business Architect	3	2	B.3. Business Consultant	3	3	B.11 Instructor, Information Technology	3	4	P.1. Change Management Consultant	3	5	P.12 Risk Management Specialist	3	
#	TBIPS Category	TBIPS Level																		
1	B.2. Business Architect	3																		
2	B.3. Business Consultant	3																		
3	B.11 Instructor, Information Technology	3																		
4	P.1. Change Management Consultant	3																		
5	P.12 Risk Management Specialist	3																		

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ID	Corporate Mandatory Criteria	Bidder's response	
		Met Y/N	Demonstrated Experience to (Cross reference to proposal)
M4	<p>The Bidder must demonstrate Corporate contract experience, in the past 5 years prior to the Initial Solicitation Closing Date, involving a transition-in, for one contract.</p> <p>To be accepted the Bidder's contract transition-in experience must demonstrate that it includes:</p> <ul style="list-style-type: none">3) The planning, execution and monitoring of resource training or knowledge transfer for at least 5 resources; and4) The delivery of transition-in progress reports or the resolution of transition-in issues. <p>The Bidder must provide a Bidder's Response Template for Corporate References (Appendix D - section 1 and 2) provided in this Attachment for each contract reference submitted to substantiate experience.</p>		

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APPENDIX A OF ATTACHMENT 2 - WORKSTREAM 1 - TECHNICAL WORKSTREAM

RFP BILLABLE DAYS RESPONSE TABLE

Bidder Name: _____

By providing a response, the bidder certifies that billable days provided occurred during the billing period indicated below for ALL of the resource categories listed.

If required, the table below can be modified to accommodate more Contract References.

RESOURCE CATEGORY	NUMBER OF BILLABLE DAYS			
	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)
I.3 Database Analyst/IM Administrator (Data Engineer)				
I.4 Database Modeler/IM Modeler (Data Architect), Level 3				
I.5. IM Architect, Level 3				

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RESOURCE CATEGORY	NUMBER OF BILLABLE DAYS			
	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Cross Reference to Contract Reference # _____ Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)
I.5 IM Architect (Data Scientist) , Level 3				
I.11. Technology Architect, Level 3				

APPENDIX B OF ATTACHMENT 2 – WORKSTREAM 2 – TECHNICAL WORKSTREAM

BIDDER'S RESPONSE TEMPLATE FOR CORPORATE REFERENCES	
The substantiation must not simply be a repetition of the tasks, but must explain responsibilities and demonstrate how the Bidder carried out the work while performing the tasks.	
Bidder Name: _____ Bidder Contract Reference #: _____	
SECTION 1: CLIENT INFORMATION	
Government client (Yes/No)	
Client Organization Name	
Client Contact Name	
Address	
Telephone	
Fax	
E-mail	

SECTION 2: CONTRACT INFORMATION			
Contract Value			
Award Date			
Expiry Date			
Description of requirement:			

SECTION 3: RESOURCE DETAILS			
Category of Personnel and Level	Task of the SOW of the RFP	Task performed under the contract, including substantiation	Technology Environment (if applicable)

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APPENDIX C OF ATTACHMENT 2 – WORKSTREAM 2 - BUSINESS WORKSTREAM

RFP BILLABLE DAYS RESPONSE TABLE

Bidder Name: _____

By providing a response, the bidder certifies that billable days provided occurred during the billing period indicated below for ALL of the resource categories listed.

If required, the table below can be modified to accommodate more Contract References.

RESOURCE CATEGORY	NUMBER OF BILLABLE DAYS				Cross Reference to Contract Reference # _____	Cross Reference to Contract Reference # _____	Cross Reference to Contract Reference # _____	Cross Reference to Contract Reference # _____
	Cross Reference to Contract Reference # _____	Cross Reference to Contract Reference # _____	Cross Reference to Contract Reference # _____	Cross Reference to Contract Reference # _____				
	Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	Billing Period: ____/____/____ (dd/mm/yy) To ____/____/____ (dd/mm/yy)	
B.1. Business Analyst, Level 3								
B.1 Business Analyst (Data Analyst/Data Quality Analyst) , Level 3								
B.5 Business Process Re-engineering (BPR) Consultant, Level 3								
P.5 Project Executive, Level 3								
P.9. Project Manager, Level 3								

APPENDIX D OF ATTACHMENT 2 – WORKSTREAM 2 - BUSINESS WORKSTREAM

BIDDER'S RESPONSE TEMPLATE FOR CORPORATE REFERENCES	
The substantiation must not simply be a repetition of the tasks, but must explain responsibilities and demonstrate how the Bidder carried out the work while performing the tasks.	
Bidder Name: _____ Bidder Contract Reference #: _____	
SECTION 1: CLIENT INFORMATION	
Government client (Yes/No)	
Client Organization Name	
Client Contact Name	
Address	
Telephone	
Fax	
E-mail	

SECTION 2: CONTRACT INFORMATION	
Contract Value	
Award Date	
Expiry Date	
Description of requirement:	

SECTION 3: RESOURCE DETAILS			
Category of Personnel and Level	Task of the SOW of the RFP	Task performed under the contract, including substantiation	Technology Environment (if applicable)

ATTACHMENT 2.1
BID EVALUATION CRITERIA – RESOURCE MANDATORY REQUIREMENTS

1.0 WORKSTREAM 1 - TECHNICAL WORKSTREAM

1.1 I.3 Database Analyst/IM Administrator (Data Engineer) – Level 3

ID	Mandatory Criteria I.3 Database Analyst/IM Administrator (Data Engineer) – Level 3	Bidder's response	
		Met (Yes/No)	Demonstrated Experience (Bidders to insert cross reference to assigned resource project reference number(s))
M1	The Bidder must demonstrate that the proposed resource has a minimum of 10 years of experience*, acquired within the past 15 years, in each of the baseline tasks listed under SW3 of Annex A - Statement of Work for the same resource category.		
M2	The Bidder must demonstrate that the proposed resource has a minimum of 4 years of experience*, acquired within the past 10 years, in each of the following technologies: 1) AWS**; 2) Extract Transform Load Frameworks; 3) IBM InfoSphere Data Architect; 4) IBM SPSS V14+; 5) JSON; 6) Kafka;		

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	7) Python; 8) R; 9) SQL; and 10) Stream analytics architecture.		
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*The experience must have been acquired prior to the Initial Solicitation Closing Date
** RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker

1.2 I.4 Database Modeler/IM Modeler (Data Architect) – Level 3

ID	Mandatory Criteria <u>I.4 Database Modeler/IM Modeler (Data Architect) – Level 3</u>	Bidder's response	
		Met (Yes/No)	Demonstrated Experience (Bidders to insert cross reference to assigned resource project reference number(s))
M1	The Bidder must demonstrate that the proposed resource has a minimum of 10 years of experience*, acquired within the past 15 years, in each of the baseline tasks listed under SW3 of Annex A - Statement of Work for the same resource category.		
M2	The Bidder must demonstrate that the proposed resource has a minimum of 4 years of experience*, acquired within the past 8 years, in each of the following technologies: 1) Aginity Workbench;		

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	<div>2) AWS**; 3) Data Warehouse Technologies; 4) Extract Transform Load Frameworks; 5) IBM Cognos v10+; 6) IBM Data Studio; 7) IBM InfoSphere DataStage and Quality Stage Designer; 8) IBM InfoSphere DataStage ®; and 9) SQL.</div>		
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*The experience must have been acquired prior to the Initial Solicitation Closing Date

** RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker

1.3 I.5 IM Architect – Level 3

ID	Mandatory Criteria <u>I.5 IM Architect – Level 3</u>	Bidder's response	
		Met (Yes/No)	Demonstrated Experience (Bidders to insert cross reference to assigned resource project reference number(s))
M1	The Bidder must demonstrate that the proposed resource has a minimum of 10 years of experience*, acquired within the past 15 years, in each of the baseline tasks listed under SW3 of Annex A - Statement of Work for the same resource category.		
M2	The Bidder must demonstrate that the proposed resource has a minimum of 4 years of experience*, acquired within the past 8 years, in each of the following technologies: 1) AWS**; 2) Data Warehouse Technologies; 3) IBM Cognos v10+; 4) IBM InfoSphere Data Architect; 5) IBM InfoSphere Suite; 6) Kimball Dimensional Methodology; 7) MS Office Suite (Word, Excel, PowerPoint); and 8) MS Visio.		

*The experience must have been acquired prior to the Initial Solicitation Closing Date

** RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker

I.5 IM Architect (Data Scientist) – Level 3

ID	Mandatory Criteria <u>I.5 IM Architect – Data Scientist – Level 3</u>	Bidder's response	
		Met (Yes/No)	Demonstrated Experience (Bidders to insert cross reference to assigned resource project reference number(s))
M1	The Bidder must demonstrate that the proposed resource has a minimum of 10 years of experience*, acquired within the past 15 years, in each of the baseline tasks listed under SW3 of Annex A - Statement of Work for the same resource category.		
M2	The Bidder must demonstrate that the proposed resource has a minimum of 4 years of experience*, acquired within the past 8 years, in each of the following technologies: 1) Artificial Intelligence Technologies; 2) AWS**; 3) Data Warehouse Technologies; 4) OpenSource Analytics; 5) IBM InfoSphere Data Architect; 6) IBM SPSS Modeler v14+; 7) Machine Learning; 8) Python; 9) R; 10) SQL; and 11) Tableau.		

*The experience must have been acquired prior to the Initial Solicitation Closing Date
 ** RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker

1.4 I.11 Technology Architect – Level 3

ID	Mandatory Criteria <u>I.11 Technology Architect – Level 3</u>	Bidder's response	
		Met (Yes/No)	Demonstrated Experience (Bidders to insert cross reference to assigned resource project reference number(s))
M1	The Bidder must demonstrate that the proposed resource has a minimum of 10 years of experience*, acquired within the past 15 years, in each of the baseline tasks listed under SW3 of Annex A - Statement of Work for the same resource category.		
M2	The Bidder must demonstrate that the proposed resource has a minimum of 4 years of experience*, acquired within the past 8 years, in each of the following technologies: 1) Alteryx; 2) AWS**; 3) Data Warehouse Technologies; 4) Hadoop ***; 5) IBM Cognos; 6) IBM Data Studio v4+;		

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	7) IBM DB2; 8) IBM InfoSphere Change Data Capture; and 9) SQL		
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*The experience must have been acquired prior to the Initial Solicitation Closing Date

** RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker

*** Apache, MapReduce, Hbase, oozie, Flume, MongoDB, Cassandra, or Pig

2.0 WORKSTREAM 2 - BUSINESS WORKSTREAM

2.1 B.1 Business Analyst – Level 3

ID	Mandatory Criteria <u>B.1 Business Analyst – Level 3</u>	Bidder's response	
		Met (Yes/No)	Demonstrated Experience (Bidders to insert cross reference to assigned resource project reference number(s))
M1	The Bidder must demonstrate that the proposed resource has a minimum of 10 years of experience*, acquired within the past 15 years, in each of the baseline tasks listed under SW3 of Annex A - Statement of Work for the same resource category.		
M2	The Bidder must demonstrate that the proposed resource has a minimum of 4 years of experience*, acquired within the past 8 years, in each of the following technologies: 1) AWS**; 2) Data Warehouse Technologies; 3) IBM Cognos v10+; and 4) IBM InfoSphere Suite.		

*The experience must have been acquired prior to the Initial Solicitation Closing Date

** RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker

2.2 B.1 Business Analyst (Data Analyst / Data Quality Analyst) – Level 3

ID	Mandatory Criteria <u>B.1 Business Analyst (Data Analyst / Data Quality Analyst) – Level 3</u>	Bidder's response	
		Met (Yes/No)	Demonstrated Experience (Bidders to insert cross reference to assigned resource project reference number(s))
M1	The Bidder must demonstrate that the proposed resource has a minimum of 10 years of experience*, acquired within the past 15 years, in each of the baseline tasks listed under SW3 of Annex A - Statement of Work for the same resource category.		
M2	The Bidder must demonstrate that the proposed resource has a minimum of 4 years of experience*, acquired within the past 10 years, in each of the following technologies: 1) AWS**; 2) IBM InfoSphere Information Analyzer; 3) InfoSphere Business Glossary Anywhere; 4) IBM InfoSphere Information Governance Catalog; and 5) SQL.		

*The experience must have been acquired prior to the Initial Solicitation Closing Date

** RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker

2.3 B.5 Business Process Re-engineering (BPR) Consultant – Level 3

ID	Mandatory Criteria <u>B.5 Business Process Re-engineering (BPR) Consultant – Level 3</u>	Bidder's response	
		Met (Yes/No)	Demonstrated Experience (Bidders to insert cross reference to assigned resource project reference number(s))
M1	The Bidder must demonstrate that the proposed resource has a minimum of 10 years of experience*, acquired within the past 15 years, in each of the baseline tasks listed under SW3 of Annex A - Statement of Work for the same resource category.		
M2	The Bidder must demonstrate that the proposed resource has a minimum of 4 years of experience*, acquired within the past 8 years, in each of the following technologies: 1) IBM Cognos V10+ ; 2) MS Office Suite (Word, Excel, PowerPoint); and 3) MS Visio.		

*The experience must have been acquired prior to the Initial Solicitation Closing Date

2.4 P.5 Project Executive – Level 3

ID	Mandatory Criteria <u>P.5 Project Executive – Level 3</u>	Bidder's response	
		Met (Yes/No)	Demonstrated Experience (Bidders to insert cross reference to assigned resource project reference number(s))
M1	The Bidder must demonstrate that the proposed resource has a minimum of 10 years of experience*, acquired within the past 15 years, in each of the baseline tasks listed under SW3 of Annex A - Statement of Work for the same resource category.		
M2	The Bidder must demonstrate that the proposed resource has a minimum of 4 years of experience*, acquired within the past 8 years, in each of the following technologies: 1) MS Project; 2) MS Office Suite (Word, Excel, PowerPoint); and 3) MS Visio.		

*The experience must have been acquired prior to the Initial Solicitation Closing Date

2.5 P.9 Project Manager – Level 3

ID	Mandatory Criteria <u>P.5 Project Manager – Level 3</u>	Bidder's response	
		Met (Yes/No)	Demonstrated Experience (Bidders to insert cross reference to assigned resource project reference number(s))
M1	The Bidder must demonstrate that the proposed resource has a minimum of 10 years of experience*, acquired within the past 15 years, in each of the baseline tasks listed under SW3 of Annex A - Statement of Work for the same resource category.		
M2	The Bidder must demonstrate that the proposed resource has a minimum of 4 years of experience*, acquired within the past 8 years, in each of the following technologies: 1) MS Project; 2) MS Office Suite (Word, Excel, PowerPoint); and 3) MS Visio.		

*The experience must have been acquired prior to the Initial Solicitation Closing Date

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Point Rated Criteria					Max Points	Bidder's Response	
						Evaluation Guideline	Cross Reference to Contract Reference(s)
	Appendix A of Attachment 2		(C)=(A)-(B)	(D)=(C)/(B)*100	30		
I.3 Database Analyst/IM Administrator (Data Engineer)	1650	1000	650	65.00			
I.4 Database Modeller/IM Modeller (Data Architect)	950	500	450	90.00			
I.5. IM Architect	1700	1000	700	70.00			
I.5 IM Architect (Data Scientist)	900	500	400	80.00			
I.11. Technology Architect	1300	600	700	100.00			
BIDDER SCORE = SUM OF (D) FOR ALL 5 CATEGORIES/ 5				81.00			
R2	The Bidder will be awarded points as follows where contract reference(s) submitted for M1 demonstrates delivery of services of a I.3 Database Analyst/IM Administrator (Data Engineer)(s), Level 3 in the following technologies:				30	Points will be awarded as follows: 1 Technology = 5 points 2 Technologies = 10 Points	

Point Rated Criteria		Max Points	Bidder's Response	
			Evaluation Guideline	Cross Reference to Contract Reference(s)
	Technology		3 Technologies = 15 Points 4 Technologies = 20 Points 5 Technologies = 25 Points 6 or more Technologies = 30 Points	
	IBM DB2			
	Microsoft SQL Server			
	MongoDB			
	AWS: RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker			
	Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, SQL Server, Data Factory, Stream Analytics, or CosmosDB			
	IBM PureData			
	IBM InfoSphere Suite			
	Extract Transform Load			
	SQL			
	Python			
	R			
	Spark			
	Kafka			

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R3	<p>The Bidder will be awarded points as follows where contract reference(s) submitted for M1 demonstrates delivery of services of I.4 Database Modeller/IM Modeller (Data Architect) (s), Level 3 in the following technologies:</p> <table><tr><th>Technology</th></tr><tr><td>IBM Infosphere suite</td></tr><tr><td>IBM Infosphere Data Architect</td></tr><tr><td>IBM PureData</td></tr><tr><td>IBM Data Studio</td></tr><tr><td>IBM InfoSphere Information Governance Catalog</td></tr><tr><td>IBM InfoSphere Information Server for Data Integration</td></tr><tr><td>IBM InfoSphere Information Server for Data Quality</td></tr><tr><td>IBM Cognos</td></tr><tr><td>AWS: RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight or Sagemaker</td></tr><tr><td>Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI, SQL Server, Data Factory, Stream Analytics or CosmosDB</td></tr><tr><td>Hadoop: Apache, MapReduce, Hbase, oozie, Flume, MongoDB, Cassandra, or Pig</td></tr><tr><td>Qualiware</td></tr><tr><td>CA Erwin Data Modeler V9+</td></tr><tr><td>SQL</td></tr><tr><td>XML</td></tr></table>	Technology	IBM Infosphere suite	IBM Infosphere Data Architect	IBM PureData	IBM Data Studio	IBM InfoSphere Information Governance Catalog	IBM InfoSphere Information Server for Data Integration	IBM InfoSphere Information Server for Data Quality	IBM Cognos	AWS: RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight or Sagemaker	Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI, SQL Server, Data Factory, Stream Analytics or CosmosDB	Hadoop: Apache, MapReduce, Hbase, oozie, Flume, MongoDB, Cassandra, or Pig	Qualiware	CA Erwin Data Modeler V9+	SQL	XML	30	Points will be awarded as follows: 1 Technology = 5 points 2 Technologies = 10 Points 3 Technologies = 15 Points 4 Technologies = 20 Points 5 Technologies = 25 Points 6 or more Technologies = 30 Points
Technology																			
IBM Infosphere suite																			
IBM Infosphere Data Architect																			
IBM PureData																			
IBM Data Studio																			
IBM InfoSphere Information Governance Catalog																			
IBM InfoSphere Information Server for Data Integration																			
IBM InfoSphere Information Server for Data Quality																			
IBM Cognos																			
AWS: RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight or Sagemaker																			
Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI, SQL Server, Data Factory, Stream Analytics or CosmosDB																			
Hadoop: Apache, MapReduce, Hbase, oozie, Flume, MongoDB, Cassandra, or Pig																			
Qualiware																			
CA Erwin Data Modeler V9+																			
SQL																			
XML																			

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Point Rated Criteria		Max Points	Bidder's Response																
			Evaluation Guideline	Cross Reference to Contract Reference(s)															
R4	<p>The Bidder will be awarded points as follows where contract reference(s) submitted for M1 demonstrates delivery of services of a I.5. IM Architect (s), Level 3 in the following technologies:</p> <table><thead><tr><th>Technology</th></tr></thead><tbody><tr><td>IBM Cognos</td></tr><tr><td>IBM SPSS Modeler v14+</td></tr><tr><td>IBM PureData</td></tr><tr><td>IBM Data Studio</td></tr><tr><td>IBM InfoSphere Information Governance Catalog</td></tr><tr><td>IBM InfoSphere Information Server for Data Integration</td></tr><tr><td>IBM InfoSphere Information Server for Data Quality</td></tr><tr><td>IBM InfoSphere Information Analyzer</td></tr><tr><td>IBM InfoSphere Data Architect</td></tr><tr><td>IBM DB2 V9+</td></tr><tr><td>SQL</td></tr><tr><td>AWS: Redshift, Spectrum, S3, Kinesis, Lambda, Firehose, EMR, DynamoDB,, QuickSight, or Sagemaker,</td></tr><tr><td>Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI, Data Factory, Stream Analytics, CosmosDB, or Machine Learning</td></tr><tr><td>Hadoop: Apache, MapReduce, Hbase, oozie, Flume, MongoDB, Cassandra, or Pig</td></tr></tbody></table>	Technology	IBM Cognos	IBM SPSS Modeler v14+	IBM PureData	IBM Data Studio	IBM InfoSphere Information Governance Catalog	IBM InfoSphere Information Server for Data Integration	IBM InfoSphere Information Server for Data Quality	IBM InfoSphere Information Analyzer	IBM InfoSphere Data Architect	IBM DB2 V9+	SQL	AWS: Redshift, Spectrum, S3, Kinesis, Lambda, Firehose, EMR, DynamoDB,, QuickSight, or Sagemaker,	Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI, Data Factory, Stream Analytics, CosmosDB, or Machine Learning	Hadoop: Apache, MapReduce, Hbase, oozie, Flume, MongoDB, Cassandra, or Pig	30	Points will be awarded as follows: 1 Technology = 5 points 2 Technologies = 10 Points 3 Technologies = 15 Points 4 Technologies = 20 Points 5 Technologies = 25 Points 6 or more Technologies = 30 Points	
Technology																			
IBM Cognos																			
IBM SPSS Modeler v14+																			
IBM PureData																			
IBM Data Studio																			
IBM InfoSphere Information Governance Catalog																			
IBM InfoSphere Information Server for Data Integration																			
IBM InfoSphere Information Server for Data Quality																			
IBM InfoSphere Information Analyzer																			
IBM InfoSphere Data Architect																			
IBM DB2 V9+																			
SQL																			
AWS: Redshift, Spectrum, S3, Kinesis, Lambda, Firehose, EMR, DynamoDB,, QuickSight, or Sagemaker,																			
Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI, Data Factory, Stream Analytics, CosmosDB, or Machine Learning																			
Hadoop: Apache, MapReduce, Hbase, oozie, Flume, MongoDB, Cassandra, or Pig																			

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Point Rated Criteria		Max Points	Bidder's Response															
			Evaluation Guideline	Cross Reference to Contract Reference(s)														
R5	<p>The Bidder will be awarded points as follows where contract reference(s) submitted for M1 demonstrates delivery of services of a I.5 IM Architect (Data Scientist), Level 3 in the following technologies:</p> <table><thead><tr><th>Technology</th></tr></thead><tbody><tr><td>IBM Cognos</td></tr><tr><td>IBM SPSS Modeler v14+</td></tr><tr><td>SQL</td></tr><tr><td>Python</td></tr><tr><td>Java</td></tr><tr><td>R</td></tr><tr><td>XML</td></tr><tr><td>PowerBI</td></tr><tr><td>Machine Learning</td></tr><tr><td>IBM Infosphere suite</td></tr><tr><td>AWS: Redshift, Spectrum, S3, Kinesis, Lambda, Firehose, EMR, DynamoDB,, QuickSight, or Sagemaker,</td></tr><tr><td>Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, Data Factory, Stream Analytics, CosmosDB, or Machine Learning</td></tr><tr><td>Hadoop: Apache, MapReduce, Hbase, oozie, Flume, MongoDB, Cassandra, or Pig</td></tr></tbody></table>	Technology	IBM Cognos	IBM SPSS Modeler v14+	SQL	Python	Java	R	XML	PowerBI	Machine Learning	IBM Infosphere suite	AWS: Redshift, Spectrum, S3, Kinesis, Lambda, Firehose, EMR, DynamoDB,, QuickSight, or Sagemaker,	Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, Data Factory, Stream Analytics, CosmosDB, or Machine Learning	Hadoop: Apache, MapReduce, Hbase, oozie, Flume, MongoDB, Cassandra, or Pig	30	Points will be awarded as follows: 1 Technology = 5 points 2 Technologies = 10 Points 3 Technologies = 15 Points 4 Technologies = 20 Points 5 Technologies = 25 Points 6 or more Technologies = 30 Points	
Technology																		
IBM Cognos																		
IBM SPSS Modeler v14+																		
SQL																		
Python																		
Java																		
R																		
XML																		
PowerBI																		
Machine Learning																		
IBM Infosphere suite																		
AWS: Redshift, Spectrum, S3, Kinesis, Lambda, Firehose, EMR, DynamoDB,, QuickSight, or Sagemaker,																		
Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, Data Factory, Stream Analytics, CosmosDB, or Machine Learning																		
Hadoop: Apache, MapReduce, Hbase, oozie, Flume, MongoDB, Cassandra, or Pig																		

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Point Rated Criteria			Max Points	Bidder's Response													
		Evaluation Guideline		Cross Reference to Contract Reference(s)													
	Spark																
	Kafka																
	Tableau																
R6	The Bidder will be awarded points as follows where contract reference(s) submitted for M1 demonstrates delivery of services of a I.11. Technology Architect (s), Level 3 in the following technologies:		30	Points will be awarded as follows: 1 Technology = 5 points 2 Technologies = 10 Points 3 Technologies = 15 Points 4 Technologies = 20 Points 5 Technologies = 25 Points 6 or more Technologies = 30 Points													
	<table><thead><tr><th>Technology</th></tr></thead><tbody><tr><td>IBM SPSS Modeler V14+</td></tr><tr><td>IBM Cognos</td></tr><tr><td>IBM Infosphere Data Architect</td></tr><tr><td>CA Erwin Data Modeler V9+</td></tr><tr><td>IBM Data Studio</td></tr><tr><td>IBM PureData</td></tr><tr><td>IBM DB2 V9+</td></tr><tr><td>SQL</td></tr><tr><td>Entity Relationship Modelling</td></tr><tr><td>Master Data Management</td></tr><tr><td>AWS: RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue. QuickSight, or Sagemaker</td></tr></tbody></table>		Technology	IBM SPSS Modeler V14+	IBM Cognos	IBM Infosphere Data Architect	CA Erwin Data Modeler V9+	IBM Data Studio	IBM PureData	IBM DB2 V9+	SQL	Entity Relationship Modelling	Master Data Management	AWS: RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue. QuickSight, or Sagemaker			
Technology																	
IBM SPSS Modeler V14+																	
IBM Cognos																	
IBM Infosphere Data Architect																	
CA Erwin Data Modeler V9+																	
IBM Data Studio																	
IBM PureData																	
IBM DB2 V9+																	
SQL																	
Entity Relationship Modelling																	
Master Data Management																	
AWS: RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue. QuickSight, or Sagemaker																	

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Point Rated Criteria		Max Points	Bidder's Response	
			Evaluation Guideline	Cross Reference to Contract Reference(s)
	Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, SQL Server, Data Factory, Stream Analytics, or CosmosDB Hadoop: Apache, MapReduce, Hbase, oozie, Flume, MongoDB, Cassandra, or Pig			
MAXIMUM AVAILABLE POINTS		250		
Minimum Pass Mark 70%		175		

2.0 WORKSTREAM 2 - BUSINESS WORKSTREAM

Point Rated Criteria		Max Points	Bidder's Response			
			Evaluation Guideline	Cross Reference to Contract Reference(s)		
R1	The Bidder will be awarded points for demonstrated billable days experience in excess of the minimum Billable Days per Resource Category under M1.		100	The Bidder's demonstrated "Total Billable Days" provided in response to M1 will be used to evaluate this criterion. The Bidder will be awarded points as demonstrated in the example evaluation scenario on the left side. In this example, the Bidder would score 87.25 points out of a possible 100 points.		
	EXAMPLE EVALUATION SCENARIO					
	BILLABLE DAYS					
	RESOURCE CATEGORY	(A)	(B)		(C)	(D)
		BIDDER'S TOTAL	MINIMUM BILLABLE DAYS IDENTIFIED UNDER M1		BILLABLE DAYS IN EXCESS OF M1	BIDDER % INCREASE TO A MAXIMUM OF 100

R2	<p>The Bidder will be awarded points as follows where contract reference(s) submitted for M1 demonstrates delivery of services of B.1. Business Analyst (s), Level 3 in the following technologies:</p> <table><tr><th>Technology</th></tr><tr><td>IBM SPSS Modeler V14+</td></tr><tr><td>IBM Cognos</td></tr><tr><td>IBM InfoSphere suite</td></tr><tr><td>IBM InfoSphere Information Governance Catalog</td></tr><tr><td>IBM InfoSphere Information Server for Data Integration</td></tr><tr><td>IBM InfoSphere Information Server for Data Quality</td></tr><tr><td>Tableau</td></tr><tr><td>PowerBI</td></tr><tr><td>AWS: RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker</td></tr><tr><td>Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, SQL Server, Data Factory, Stream Analytics, or CosmosDB</td></tr><tr><td>SQL</td></tr></table>	Technology	IBM SPSS Modeler V14+	IBM Cognos	IBM InfoSphere suite	IBM InfoSphere Information Governance Catalog	IBM InfoSphere Information Server for Data Integration	IBM InfoSphere Information Server for Data Quality	Tableau	PowerBI	AWS: RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker	Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, SQL Server, Data Factory, Stream Analytics, or CosmosDB	SQL	30	Points will be awarded as follows: 1 Technology = 5 points 2 Technologies = 10 Points 3 Technologies = 15 Points 4 Technologies = 20 Points 5 Technologies = 25 Points 6 or more Technologies = 30 Points
Technology															
IBM SPSS Modeler V14+															
IBM Cognos															
IBM InfoSphere suite															
IBM InfoSphere Information Governance Catalog															
IBM InfoSphere Information Server for Data Integration															
IBM InfoSphere Information Server for Data Quality															
Tableau															
PowerBI															
AWS: RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker															
Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, SQL Server, Data Factory, Stream Analytics, or CosmosDB															
SQL															

R3	<p>The Bidder will be awarded points as follows where contract reference(s) submitted for M1 demonstrates delivery of services of a B.1 Business Analyst (Data Analyst/Data Quality Analyst) (s), Level 3 in the following technologies:</p> <table><tr><th>Technology</th></tr><tr><td>IBM Cognos</td></tr><tr><td>IBM SPSS Modeler v14+</td></tr><tr><td>SQL</td></tr><tr><td>Python</td></tr><tr><td>Java</td></tr><tr><td>R</td></tr><tr><td>XML</td></tr><tr><td>ETL frameworks</td></tr><tr><td>IBM InfoSphere suite</td></tr><tr><td>IBM InfoSphere Information Governance Catalog</td></tr><tr><td>IBM InfoSphere Information Server for Data Integration</td></tr><tr><td>IBM InfoSphere Information Server for Data Quality</td></tr><tr><td>Tableau</td></tr><tr><td>PowerBI</td></tr><tr><td>AWS: RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker</td></tr><tr><td>Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, SQL Server, Data Factory, Stream Analytics, or CosmosDB</td></tr></table>	Technology	IBM Cognos	IBM SPSS Modeler v14+	SQL	Python	Java	R	XML	ETL frameworks	IBM InfoSphere suite	IBM InfoSphere Information Governance Catalog	IBM InfoSphere Information Server for Data Integration	IBM InfoSphere Information Server for Data Quality	Tableau	PowerBI	AWS: RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker	Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, SQL Server, Data Factory, Stream Analytics, or CosmosDB	30	<p>Points will be awarded as follows:</p> <p>1 Technology = 5 points</p> <p>2 Technologies = 10 Points</p> <p>3 Technologies = 15 Points</p> <p>4 Technologies = 20 Points</p> <p>5 Technologies = 25 Points</p> <p>6 or more Technologies = 30 Points</p>	
Technology																					
IBM Cognos																					
IBM SPSS Modeler v14+																					
SQL																					
Python																					
Java																					
R																					
XML																					
ETL frameworks																					
IBM InfoSphere suite																					
IBM InfoSphere Information Governance Catalog																					
IBM InfoSphere Information Server for Data Integration																					
IBM InfoSphere Information Server for Data Quality																					
Tableau																					
PowerBI																					
AWS: RDS, Redshift, Kinesis, Lambda, Firehose, EMR, DynamoDB, Glue, QuickSight, or Sagemaker																					
Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, SQL Server, Data Factory, Stream Analytics, or CosmosDB																					

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Point Rated Criteria		Max Points	Bidder's Response														
			Evaluation Guideline	Cross Reference to Contract Reference(s)													
R4	<p>The Bidder will be awarded points as follows where contract reference(s) submitted for M1 demonstrates delivery of services of a B.5. Business Process Re-engineering (BPR) Consultant, Level 3 in the following technologies:</p> <table><thead><tr><th>Technology</th></tr></thead><tbody><tr><td>IBM Infosphere suite</td></tr><tr><td>IBM PureData</td></tr><tr><td>IBM Data Studio</td></tr><tr><td>IBM InfoSphere Information Governance Catalog</td></tr><tr><td>IBM InfoSphere Information Server for Data Integration</td></tr><tr><td>IBM InfoSphere Information Server for Data Quality</td></tr><tr><td>InfoSphere Business Glossary Anywhere</td></tr><tr><td>AWS: Redshift, Spectrum, S3, Kinesis, Lambda, Firehose, EMR, DynamoDB,, QuickSight, or Sagemaker,</td></tr><tr><td>Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, Data Factory, Stream Analytics, CosmosDB, or Machine Learning</td></tr><tr><td>Barker notation</td></tr><tr><td>Zachman Framework</td></tr><tr><td>Qualiware</td></tr></tbody></table>	Technology	IBM Infosphere suite	IBM PureData	IBM Data Studio	IBM InfoSphere Information Governance Catalog	IBM InfoSphere Information Server for Data Integration	IBM InfoSphere Information Server for Data Quality	InfoSphere Business Glossary Anywhere	AWS: Redshift, Spectrum, S3, Kinesis, Lambda, Firehose, EMR, DynamoDB,, QuickSight, or Sagemaker,	Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, Data Factory, Stream Analytics, CosmosDB, or Machine Learning	Barker notation	Zachman Framework	Qualiware	30	Points will be awarded as follows: 1 Technology = 5 points 2 Technologies = 10 Points 3 Technologies = 15 Points 4 Technologies = 20 Points 5 Technologies = 25 Points 6 or more Technologies = 30 Points	
Technology																	
IBM Infosphere suite																	
IBM PureData																	
IBM Data Studio																	
IBM InfoSphere Information Governance Catalog																	
IBM InfoSphere Information Server for Data Integration																	
IBM InfoSphere Information Server for Data Quality																	
InfoSphere Business Glossary Anywhere																	
AWS: Redshift, Spectrum, S3, Kinesis, Lambda, Firehose, EMR, DynamoDB,, QuickSight, or Sagemaker,																	
Azure: SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI,, Data Factory, Stream Analytics, CosmosDB, or Machine Learning																	
Barker notation																	
Zachman Framework																	
Qualiware																	

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Point Rated Criteria		Max Points	Bidder's Response						
			Evaluation Guideline	Cross Reference to Contract Reference(s)					
R5	<div>The Bidder will be awarded points as follows where contract reference(s) submitted for M1 demonstrates delivery of services of a P.5 Project Executive (s), Level 3 in the following technologies:</div> <table><tr><th>Technology</th></tr><tr><td>MS Project</td></tr><tr><td>MS Visio</td></tr><tr><td>MS Office Suite (Word, Excel, PowerPoint)</td></tr><tr><td>Project Portfolio Management software (other than MS Project)</td></tr></table>	Technology	MS Project	MS Visio	MS Office Suite (Word, Excel, PowerPoint)	Project Portfolio Management software (other than MS Project)	12	Points will be awarded as follows: 1 Technology = 3 points 2 Technologies = 6 Points 3 Technologies = 9 Points 4 Technologies = 12	
Technology									
MS Project									
MS Visio									
MS Office Suite (Word, Excel, PowerPoint)									
Project Portfolio Management software (other than MS Project)									
R6	<div>The Bidder will be awarded points as follows where contract reference(s) submitted for M1 demonstrates delivery of services of a P.9. Project Manager (s), Level 3 in the following technologies:</div> <table><tr><th>Technology</th></tr><tr><td>MS Project</td></tr><tr><td>MS Visio</td></tr><tr><td>MS Office Suite (Word, Excel, PowerPoint)</td></tr><tr><td>Project Portfolio Management software (other than MS Project)</td></tr></table>	Technology	MS Project	MS Visio	MS Office Suite (Word, Excel, PowerPoint)	Project Portfolio Management software (other than MS Project)	12	Points will be awarded as follows: 1 Technology = 3 points 2 Technologies = 6 Points 3 Technologies = 9 Points 4 Technologies = 12	
Technology									
MS Project									
MS Visio									
MS Office Suite (Word, Excel, PowerPoint)									
Project Portfolio Management software (other than MS Project)									
MAXIMUM AVAILABLE POINTS		214							
Minimum Pass Mark 70%		149							

ATTACHMENT 3.1**BID EVALUATION CRITERIA – RESOURCE RATED REQUIREMENTS****1.0 WORKSTREAM 1 - TECHNICAL WORKSTREAM****1.1 - I.3 Database Analyst/IM Administrator (Data Engineer) – Level 3**

I.3 Database Analyst/IM Administrator (Data Engineer) – Level 3					
RATED	Point Rated Technical Criteria	Maximum Number of points	Points Allocation	Demonstrated Experience	Insert Page # of Resume
R1	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M1. The experience* must have been acquired within the past 15 years.	10	10+ to 11 years = 2 points 11+ to 12 years = 4 points 12+ to 13 years = 6 points 13 + to 14 years = 8 points 14+ years = 10 points		
R2	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M2. The experience* must have been acquired within the past 8 years.	10 points per technology. Please refer to the Evaluation Grid and Weights below.	4+ to 5 years =3 points 5+ to 6 years = 7 points 6+ years = 10 points		

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R3	<p>The Bidder should demonstrate that the proposed resource has experience* in the following technologies:</p> <ol style="list-style-type: none">1. Event Driven architecture2. Alteryx3. Graph database architectures4. IBM DB25. IBM Infosphere Suite.	<p>10 points per technology. Please refer to the Evaluation Grid and Weights below.</p>	<p>0 to 1 year = 0 points 1+ to 2 years = 2 points 2+ to 3 years = 4 points 3+ to 4 years = 6 points 4+ to 5 years = 8 points 5+ years = 10 points</p>		
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*The experience must have been acquired prior to the Initial Solicitation Closing Date

Evaluation Grid and Weights

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R1	N/A	10		40%	
R2	AWS	10		6%	
	Extract Transform Load Frameworks	10		6%	
	IBM Infosphere Data Architect	10		2%	
	IBM SPSS V14+	10		2%	
	JSON	10		2%	
	Kafka	10		2%	
	Python	10		6%	
	R	10		6%	

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R3	SQL	10		6%	
	Stream analytics architecture	10		3%	
	Alteryx	10		5%	
	Event Driven architecture	10		3%	
	IBM DB2	10		5%	
	Graph database architectures	10		3%	
	IBM Infosphere Suite	10		3%	
Total Score:				100%	
Each proposed resource must meet the minimum pass mark of 70% to be deemed responsive.					

1.2 - I.4 Database Modeler/IM Modeler (Data Architect) – Level 3

I.4 Database Modeler/IM Modeler (Data Architect) – Level 3					
RATED	Point Rated Technical Criteria	Maximum Number of points	Points Allocation	Demonstrated Experience	Insert Page # of Resume
R1	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M1. The experience* must have been acquired within the past 15 years.	10	10+ to 11 years = 2 points 11+ to 12 years = 4 points 12+ to 13 years = 6 points 13 + to 14 years = 8 points 14+ years = 10 points		
R2	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M2. The experience* must have been acquired within the past 8 years.	10 points per technology. Please refer to the Evaluation Grid and Weights below.	4+ to 5 years =3 points 5+ to 6 years = 7 points 6+ years = 10 points		

R3	The Bidder should demonstrate that the proposed resource has experience* in the following technologies: 1. CA Erwin Data Modeler V9+ 2. Event Driven Architecture 3. IBM Infosphere Suite 4. IBM PureData 5. IBM SPSS Modeler v14+ 6. Kimball Dimensional Methodology 7. Qualiware 8. Stream Analytics Architecture 9. XML.	10 points per technology. Please refer to the Evaluation Grid and Weights below.	0 to 1 year = 0 points 1+ to 2 years = 2 points 2+ to 3 years = 4 points 3+ to 4 years = 6 points 4+ to 5 years = 8 points 5+ years = 10 points		

*The experience must have been acquired prior to the Initial Solicitation Closing Date

Evaluation Grid and Weights

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R1	N/A	10		40%	
R2	AWS**	10		6%	
	Aginity Workbench	10		6%	
	Data Warehouse Technologies	10		2%	
	Extract Transform Load Frameworks	10		2%	

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R3	IBM Cognos v10+	10		2%	
	IBM Data Studio	10		2%	
	IBM InfoSphere DataStage and QualityStage Designer	10		6%	
	IBM InfoSphere DataStage®	10		6%	
	SQL	10		6%	
	CA Erwin Data Modeler V9+	10		2%	
	Event Driven architecture	10		2%	
	IBM Infosphere Suite	10		2%	
	IBM PureData	10		3%	
	IBM SPSS Modeler v14+	10		2%	
	Kimball Dimensional Methodology	10		3%	
	Qualiware	10		2%	
	Stream Analytics Architecture	10		3%	
	XML	10		3%	
Total Score:				100%	
Each proposed resource must meet the minimum pass mark of 70% to be deemed responsive.					

1.3 - I.5 IM Architect – Level 3

I.5 IM Architect – Level 3					
RATED	Point Rated Technical Criteria	Maximum Number of points	Points Allocation	Demonstrated Experience	Insert Page # of Resume
R1	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M1. The experience* must have been acquired within the past 15 years.	10	10+ to 11 years = 2 points 11+ to 12 years = 4 points 12+ to 13 years = 6 points 13 + to 14 years = 8 points 14+ years = 10 points		
R2	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M2. The experience* must have been acquired within the past 8 years.	10 points per technology. Please refer to the Evaluation Grid and Weights below.	4+ to 5 years =3 points 5+ to 6 years = 7 points 6+ years = 10 points		

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R3	<p>The Bidder should demonstrate that the proposed resource has experience* in the following technologies:</p> <ol style="list-style-type: none">1. CA Erwin Data Modeler V9+2. IBM SDData Studio3. IBM InfoSphere Information Server for Data Quality4. IBM InfoSphere Information Analyzer5. IBM InfoSphere Information Governance Catalog6. SQL7. XML.	<p>10 points per technology. Please refer to the Evaluation Grid and Weights below.</p>	<p>0 to 1 year = 0 points 1+ to 2 years = 2 points 2+ to 3 years = 4 points 3+ to 4 years = 6 points 4+ to 5 years = 8 points 5+ years = 10 points</p>		
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*The experience must have been acquired prior to the Initial Solicitation Closing Date

Evaluation Grid and Weights

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R1	N/A	10		40%	
R2	AWS	10		8%	
	Data Warehouse Technologies	10		9%	
	IBM Cognos v10+	10		2%	
	IBM InfoSphere Data Architect	10		2%	
	IBM InfoSphere Suite	10		2%	

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R3	Kimball Dimensional Methodology	10		2%	
	MS Office Suite (Word, Excel, Powerpoint)	10		6%	
	MS Visio	10		6%	
	CA Erwin Data Modeler V9+	10		3%	
	IBM Data Studio	10		3%	
	IBM InforSphere Information Server for Data Quality	10		3%	
	IBM InfoSphere Information Analyzer	10		5%	
	IBM InfoSphere Information Governance Catalog	10		3%	
	SQL	10		3%	
	XML	10		3%	
Total Score:				100%	
Each proposed resource must meet the minimum pass mark of 70% to be deemed responsive.					

1.4 - I.5 IM Architect (Data Scientist) – Level 3

I.5 IM Architect (Data Scientist) – Level 3					
RATED	Point Rated Technical Criteria	Maximum Number of points	Points Allocation	Demonstrated Experience	Insert Page # of Resume
R1	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M1. The experience* must have been acquired within the past 15 years.	10	10+ to 11 years = 2 points 11+ to 12 years = 4 points 12+ to 13 years = 6 points 13 + to 14 years = 8 points 14+ years = 10 points		
R2	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M2. The experience* must have been acquired within the past 8 years.	10 points per technology. Please refer to the Evaluation Grid and Weights below.	4+ to 5 years =3 points 5+ to 6 years = 7 points 6+ years = 10 points		
R3	The Bidder should demonstrate that the proposed resource has experience* in the following technologies: 1. Alteryx 2. ArcGIS 3. Graph Database architectures 4. Hadoop ** 5. IBM Cognos v10+ 6. IBM 12 7. IBM Infosphere Suite 8. Java 9. JSON	10 points per technology. Please refer to the Evaluation Grid and Weights below.	0 to 1 year = 0 points 1+ to 2 years = 2 points 2+ to 3 years = 4 points 3+ to 4 years = 6 points 4+ to 5 years = 8 points 5+ years = 10 points		

	10. Kafka 11. Keras 12. Spark 13. Stream analytics architecture 14. XML.				
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*The experience must have been acquired prior to the Initial Solicitation Closing Date

** Apache, MapReduce, Hbase, oozie, Flume, MongoDB, Cassandra, or Pig

Evaluation Grid and Weights

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R1	N/A	10		40%	
R2	AWS**	10		5%	
	Data Warehouse Technologies	10		4%	
	Artificial Intelligence Technologies	10		2%	
	Data Warehouse Technologies	10		2%	
	OpenSource Analytics	10		2%	
	IBM Infosphere Data Architect	10		3%	
	IBM SPSS Modeler	10		2%	
	Machine Learning	10		4%	

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ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R3	Python	10		2%	
	R	10		2%	
	SQL	10		2%	
	Tableau	10		2%	
	Alteryx	10		2%	
	ArcGIS	10		2%	
	Graph database architectures	10		2%	
	Hadoop***	10		2%	
	IBM Cognos v10+	10		2%	
	IBM 12	10		2%	
	IBM Infosphere Suite	10		2%	
	Java	10		2%	
	JSON	10		2%	
	Kafka	10		2%	
	Keras	10		2%	
	Spark	10		2%	+

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
	Stream analytics architecture	10		2%	
	XML	10		2%	
Total Score:				100%	

Each proposed resource must meet the minimum pass mark of 70% to be deemed responsive.

1.5 - I.11 Technology Architect – Level 3

I.11 Technology Architect – Level 3					
RATED	Point Rated Technical Criteria	Maximum Number of points	Points Allocation	Demonstrated Experience	Insert Page # of Resume
R1	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M1. The experience* must have been acquired within the past 15 years.	10	10+ to 11 years = 2 points 11+ to 12 years = 4 points 12+ to 13 years = 6 points 13 + to 14 years = 8 points 14+ years = 10 points		
R2	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M2. The experience* must have been acquired within the past 8 years.	10 points per technology. Please refer to the Evaluation Grid and Weights below.	4+ to 5 years =3 points 5+ to 6 years = 7 points 6+ years = 10 points		

R3	<p>The Bidder should demonstrate that the proposed resource has experience* in the following technologies:</p> <ol style="list-style-type: none">1. Azure **2. Graph Database architectures3. IBM InfoSphere Data Architect4. IBM InfoSphere DataStage V8.5+5. IBM InfoSphere Information Governance Catalog6. IBM InfoSphere QualityStage v8.5+7. IBM InfoSphere Suite ***8. Master Data Management9. Stream Analytics architecture.10. XML	10 points per technology. Please refer to the Evaluation Grid and Weights below.	0 to 1 year = 0 points 1+ to 2 years = 2 points 2+ to 3 years = 4 points 3+ to 4 years = 6 points 4+ to 5 years = 8 points 5+ years = 10 points		
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*The experience must have been acquired prior to the Initial Solicitation Closing Date

** SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI, SQL Server, Data Factory, Stream Analytics, or CosmosDB

*** IBM InfoSphere DataStage®, IBM InfoSphere QualityStage®, IBM InfoSphere DataStage and QualityStage Designer, IBM InfoSphere Information Analyzer or IBM InfoSphere Information Governance Catalog

Evaluation Grid and Weights

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R1	N/A	10		40%	
R2	Alteryx	10		4%	

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ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
	Data Warehouse Technologies	10		5%	
	AWS	10		2%	
	Hadoop	10		2%	
	IBM Cognos	10		2%	
	IBM Data Studio	10		2%	
	IBM DB2	10		4%	
	IBM InfoSphere Change Data Capture	10		4%	
	SQL	10		4%	
	Azure	10		3%	
	Graph Database architectures	10		3%	
R3	IBM InfoSphere Data Architect	10		3%	
	IBM InfoSphere DataStage V8.5+	10		4%	
	IBM InfoSphere Information Governance Catalog	10		3%	
	IBM InfoSphere QualityStage v8.5+	10		3%	
	IBM InfoSphere Suite	10		3%	

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ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
	Master Data Management	10		3%	
	Stream analytics architecture	10		3%	
	XML	10		3%	
Total Score:				100%	
Each proposed resource must meet the minimum pass mark of 70% to be deemed responsive.					

2.0 WORKSTREAM 2 - BUSINESS WORKSTREAM

2.1 - B.1 Business Analyst – Level 3

B.1 Business Analyst – Level 3					
RATED	Point Rated Technical Criteria	Maximum Number of points	Points Allocation	Demonstrated Experience	Insert Page # of Resume
R1	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M1. The experience* must have been acquired within the past 15 years.	10	10+ to 11 years = 2 points 11+ to 12 years = 4 points 12+ to 13 years = 6 points 13 + to 14 years = 8 points 14+ years = 10 points		
R2	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M2. The experience* must have been acquired within the past 10 years.	10 points per technology. Please refer to the Evaluation Grid and Weights below.	4+ to 5 years =3 points 5+ to 6 years = 7 points 6+ years = 10 points		

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R3	The Bidder should demonstrate that the proposed resource has experience* in the following technologies:	10 points per technology. Please refer to the Evaluation Grid and Weights below.	0 to 1 year = 0 points 1+ to 2 years = 2 points 2+ to 3 years = 4 points 3+ to 4 years = 6 points 4+ to 5 years = 8 points 5+ years = 10 points		
	1. Aginity Workbench				
	2. Azure**				
	3. IBM Infosphere Information Governance Catalog				
	4. Power BI				
	5. SQL.				

*The experience must have been acquired prior to the Initial Solicitation Closing Date

** SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI, SQL Server, Data Factory, Stream Analytics, or CosmosDB

Evaluation Grid and Weights

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R1	N/A	10		40%	
	AWS	10		10%	
R2	Data Warehouse Technologies	10		10%	
	IBM Cognos v10+	10		5%	
	IBM Infosphere Suite	10		5%	
R3	Aginity Workbench	10		5%	

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
	Azure	10		5%	
	IBM Infosphere Information Governance Catalog	10		5%	
	Power BI	10		10%	
	SQL	10		5%	
Total Score:				100%	
Each proposed resource must meet the minimum pass mark of 70% to be deemed responsive.					

2.2 - B.1 Business Analyst (Data Analyst / Data Quality Analyst) – Level 3

B.1 Business Analyst (Data Analyst / Data Quality Analyst) – Level 3					
RATED	Point Rated Technical Criteria	Maximum Number of points	Points Allocation	Demonstrated Experience	Insert Page # of Resume
R1	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M1. The experience* must have been acquired within the past 15 years.	10	10+ to 11 years = 2 points 11+ to 12 years = 4 points 12+ to 13 years = 6 points 13 + to 14 years = 8 points 14+ years = 10 points		
R2	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M2. The experience* must have been acquired within the past 10 years.	10 points per technology. Please refer to the Evaluation Grid and Weights below.	4+ to 5 years =3 points 5+ to 6 years = 7 points 6+ years = 10 points		
R3	The Bidder should demonstrate that the proposed resource has experience* in the following technologies: 1. Aginity Workbench 2. Azure** 3. IBM InfoSphere Data Architect	10 points per technology. Please refer to the Evaluation Grid and	0 to 1 year = 0 points 1+ to 2 years = 2 points 2+ to 3 years = 4 points 3+ to 4 years = 6 points 4+ to 5 years = 8 points 5+ years = 10 points		

	4. IBM InfoSphere Information Server for Data Quality 5. IBM InfoSphere suite 6. IBM SPSS Modeler v14+ 7. Power BI 8. Python 9. R 10. SQL 11. Tableau.	Weights below.		
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*The experience must have been acquired prior to the Initial Solicitation Closing Date
** SQL Data Warehouse, Databricks, HDInsight, Event Hubs, PowerBI, SQL Server, Data Factory, Stream Analytics, or CosmosDB

Evaluation Grid and Weights

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R1	N/A	10		40%	
R2	AWS	10		10%	
	IBM InfoSphere Information Analyzer	10		10%	
	InfoSphere Business Glossary Anywhere	10		3%	
	IBM InfoSphere Information Governance Catalog	10		3%	
	SQL	10		10%	
R3	Aginity Workbench	10		3%	

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
	Azure	10		3%	
	IBM InfoSphere Data Architect	10		3%	
	IBM InfoSphere Information Server for Data Quality	10		5%	
	IBM InfoSphere suite	10		3%	
	IBM SPSS Modeler v14+	10		2%	
	Power BI	10		3%	
	Python	10		2%	
	R	10		2%	
	SQL	10		2%	
	Tableau	10		3%	
Total Score:				100%	
Each proposed resource must meet the minimum pass mark of 70% to be deemed responsive					

2.3 - B.5 Business Process Re-engineering (BPR) Consultant – Level 3

B.5 Business Process Re-engineering (BPR) Consultant – Level 3					
RATED	Point Rated Technical Criteria	Maximum Number of points	Points Allocation	Demonstrated Experience	Insert Page # of Resume
R1	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M1. The experience* must have been acquired within the past 15 years.	10	10+ to 11 years = 2 points 11+ to 12 years = 4 points 12+ to 13 years = 6 points 13 + to 14 years = 8 points 14+ years = 10 points		
R2	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M2. The experience* must have been acquired within the past 8 years.	10 points per technology. Please refer to the Evaluation Grid and Weights below.	4+ to 5 years = 3 points 5+ to 6 years = 7 points 6+ years = 10 points		
R3	The Bidder should demonstrate that the proposed resource has experience* in the following technologies: 1. IBM InfoSphere suite*	10 points per technology. Please refer to the Evaluation	0 to 1 year = 0 points 1+ to 2 years = 2 points 2+ to 3 years = 4 points 3+ to 4 years = 6 points 4+ to 5 years = 8 points 5+ years = 10 points		

		Grid and Weights below.			
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*The experience must have been acquired prior to the Initial Solicitation Closing Date

Evaluation Grid and Weights

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R1	N/A	10		40%	
R2	IBM Cognos v10+	10		20%	
	MS Office Suite (Word, Excel, PowerPoint)	10		20%	
	MS Visio	10		10%	
R3	IBM InfoSphere suite*	10		10%	
Total Score:				100%	
Each proposed resource must meet the minimum pass mark of 70% to be deemed responsive.					

2.4 - P.5 Project Executive – Level 3

P.5 Project Executive – Level 3					
RATED	Point Rated Technical Criteria	Maximum Number of points	Points Allocation	Demonstrated Experience	Insert Page # of Resume
R1	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M1. The experience* must have been acquired within the past 15 years.	10	10+ to 11 years = 2 points 11+ to 12 years = 4 points 12+ to 13 years = 6 points 13 + to 14 years = 8 points 14+ years = 10 points		
R2	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M2. The experience* must have been acquired within the past 8 years.	10 points per technology. Please refer to the Evaluation Grid and Weights below.	4+ to 5 years =3 points 5+ to 6 years = 7 points 6+ years = 10 points		
R3	The Bidder should demonstrate that the proposed resource has experience* in the following technologies: 1. Project Portfolio Management Software (other than MS Project).	10 points per technology. Please refer to the Evaluation Grid and Weights below.	0 to 1 year = 0 points 1+ to 2 years = 2 points 2+ to 3 years = 4 points 3+ to 4 years = 6 points 4+ to 5 years = 8 points 5+ years = 10 points		

*The experience must have been acquired prior to the Initial Solicitation Closing Date

Evaluation Grid and Weights

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R1	N/A	10		40%	
R2	MS Project	10		20%	
	MS Office Suite (Word, Excel, PowerPoint)	10		20%	
	MS Visio	10		10%	
R3	Project Portfolio Management Software (other than MS Project)	10		10%	
Total Score:				100%	
Each proposed resource must meet the minimum pass mark of 70% to be deemed responsive.					

2.5 - P.9 Project Manager – Level 3

P.9 Project Manager – Level 3					
RATED	Point Rated Technical Criteria	Maximum Number of points	Points Allocation	Demonstrated Experience	Insert Page # of Resume
R1	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M1. The experience* must have been acquired within the past 15 years.	10	10+ to 11 years = 2 points 11+ to 12 years = 4 points 12+ to 13 years = 6 points 13 + to 14 years = 8 points 14+ years = 10 points		
R2	The Bidder should demonstrate that the proposed resource has experience over and above the experience demonstrated in M2. The experience* must have been acquired within the past 8 years.	10 points per technology. Please refer to the Evaluation Grid and Weights below.	4+ to 5 years =3 points 5+ to 6 years = 7 points 6+ years = 10 points		
R3	The Bidder should demonstrate that the proposed resource has experience* in the following technologies: 1. Project Portfolio Management Software (other than MS Project).	10 points per technology. Please refer to the Evaluation Grid and Weights below.	0 to 1 year = 0 points 1+ to 2 years = 2 points 2+ to 3 years = 4 points 3+ to 4 years = 6 points 4+ to 5 years = 8 points 5+ years = 10 points		

*The experience must have been acquired prior to the Initial Solicitation Closing Date

Evaluation Grid and Weights

ID	Technologies and Certifications	Max Points	Points Achieved by Contractor (A)	Evaluation Weight (B)	Weighted Result (A x B)
R1	N/A	10		40%	
R2	MS Project	10		20%	
	MS Office Suite (Word, Excel, PowerPoint)	10		20%	
	MS Visio	10		10%	
R3	Project Portfolio Management Software (other than MS Project)	10		10%	
Total Score:				100%	
Each proposed resource must meet the minimum pass mark of 70% to be deemed responsive.					

ATTACHMENT 4

PRICING SCHEDULE

Unless otherwise indicated, bidders must include a single, firm, all-inclusive per diem rate quoted in Canadian dollars in each cell requiring an entry in the pricing tables below.

WORKSTREAM 1

Initial Contract Period		
Date of Contract award to _____		
Resource Category	Level of Expertise	Firm All-inclusive Per Diem Rates
Application/Software Architect (Analytics)	3	\$
Programmer/Software Developer	3	\$
Programmer/Software Developer	2	\$
Programmer/Analyst	3	\$
Database Administrator	3	\$
Database Analyst / IM Administrator	3	\$
Database Analyst / IM Administrator (Data Engineer)	3	\$
Database Modeller / IM Modeller	3	\$

Database Modeller/IM Modeller (Data Architect)	3	\$
IM Architect	3	\$
IM Architect (Data Scientist)	3	\$
IM Architect (Privacy Architect)	3	\$
Technology Architect	3	\$

Option Periods:

Option Period 1 (2 years) _____ to _____		
Resource Category	Level of Expertise	Firm All-inclusive Per Diem Rates
Application/Software Architect (Analytics)	3	\$
Programmer/Software Developer	3	\$
Programmer/Software Developer	2	\$
Programmer/Analyst	3	\$
Database Administrator	3	\$

Database Analyst / IM Administrator	3	\$	
Database Analyst / IM Administrator (Data Engineer)	3	\$	
Database Modeller / IM Modeller	3	\$	
Database Modeller/IM Modeller (Data Architect)	3	\$	
IM Architect	3	\$	
IM Architect (Data Scientist)	3	\$	
IM Architect (Privacy Architect)	3	\$	
Technology Architect	3	\$	

Option Period 2 (2 years) _____ to _____		
Resource Category	Level of Expertise	Firm All-inclusive Per Diem Rates
Application/Software Architect (Analytics)	3	\$
Programmer/Software Developer	3	\$
Programmer/Software Developer	2	\$
Programmer/Analyst	3	\$
Database Administrator	3	\$
Database Analyst / IM Administrator	3	\$
Database Analyst / IM Administrator (Data Engineer)	3	\$

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WORKSTREAM 2

Initial Contract Period			
Resource Category	Date of Contract award to _____	Level of Expertise	Firm All-inclusive Per Diem Rates
Business Analyst		2	\$
Business Analyst		3	\$
Business Analyst (Data Analyst/Data Quality Analyst)		2	\$
Business Analyst (Data Analyst/Data Quality Analyst)		3	\$
Business Architect		2	\$
Business Architect		3	\$
Business Consultant		2	\$
Business Consultant		3	\$
Business Process Re-engineering (BPR) Consultant		3	\$
Instructor, Information Technology		3	\$
Change Management Consultant		3	\$
Project Executive		3	\$
Project Manager		2	\$

Project Manager	3	\$
Risk Management Specialist	3	\$

Option Periods:

Option Period 1 (2 years) _____ to _____		
Resource Category	Level of Expertise	Firm All-inclusive Per Diem Rates
Business Analyst	2	\$
Business Analyst	3	\$
Business Analyst (Data Analyst/Data Quality Analyst)	2	\$
Business Analyst (Data Analyst/Data Quality Analyst)	3	\$
Business Architect	2	\$
Business Architect	3	\$
Business Consultant	2	\$
Business Consultant	3	\$
Business Process Re-engineering (BPR) Consultant	3	\$
Instructor, Information Technology	3	\$

Change Management Consultant	3	\$
Project Executive	3	\$
Project Manager	2	\$
Project Manager	3	\$
Risk Management Specialist	3	\$

Option Period 2 (2 years) _____ to _____		
Resource Category	Level of Expertise	Firm All-inclusive Per Diem Rates
Business Analyst	2	\$
Business Analyst	3	\$
Business Analyst (Data Analyst/Data Quality Analyst)	2	\$
Business Analyst (Data Analyst/Data Quality Analyst)	3	\$
Business Architect	2	\$
Business Architect	3	\$
Business Consultant	2	\$
Business Consultant	3	\$

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Business Process Re-engineering (BPR) Consultant	3	\$	
Instructor, Information Technology	3	\$	
Change Management Consultant	3	\$	
Project Executive	3	\$	
Project Manager	2	\$	
Project Manager	3	\$	
Risk Management Specialist	3	\$	

ATTACHMENT 5

ELECTRONIC PAYMENT INSTRUMENTS

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

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

ATTACHMENT 6**FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY - CERTIFICATION**

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\) - Labour's website](#).

Date: _____ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

☐ A1. The Bidder certifies having no work force in Canada.

☐ A2. The Bidder certifies being a public sector employer.

☐ A3. The Bidder certifies being a federally regulated employer being subject to the [Employment Equity Act](#).

☐ A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.

A5. The Bidder has a combined workforce in Canada of 100 or more employees; and

☐ A5.1 The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour.

OR

☐ A5.2 The Bidder certifies having submitted the Agreement to Implement Employment Equity (LAB1168) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

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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).

ATTACHMENT 7
SET-ASIDE FOR ABORIGINAL BUSINESS - CERTIFICATION

1. This procurement is set aside under the federal government Procurement Strategy for Aboriginal Business. For more information on Aboriginal business requirements of the Set-aside Program for Aboriginal Business, see Annex 9.4, Supply Manual.
 2. The Bidder:
 - i. certifies that it meets, and will continue to meet throughout the duration of any resulting contract, the requirements described in the above-mentioned annex;
 - ii. agrees that any subcontractor it engages under any resulting contract must satisfy the requirements described in the above-mentioned annex; and
 - iii. agrees to provide to Canada, immediately upon request, evidence supporting any subcontractor's compliance with the requirements described in the above-mentioned annex.
 3. The Bidder must check the applicable box below:
 - i. () The Bidder is an Aboriginal business that is a sole proprietorship, band, limited company, co-operative, partnership or not-for-profit organization.
- OR**
- ii. () The Bidder is either a joint venture consisting of two or more Aboriginal businesses or a joint venture between an Aboriginal business and a non-Aboriginal business.
4. The Bidder must check the applicable box below:
 - i. () The Aboriginal business has fewer than six full-time employees.

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- ii. () The Aboriginal business has six or more full-time employees.
5. The Bidder must, upon request by Canada, provide all information and evidence supporting this certification. The Bidder must ensure that this evidence will be available for audit during normal business hours by a representative of Canada, who may make copies and take extracts from the evidence. The Bidder must provide all reasonably required facilities for any audits.
6. By submitting a bid, the Bidder certifies that the information submitted by the Bidder in response to the above requirements is accurate and complete.

I, _____ am an owner and/or full-time employee of _____.
(NAME) (NAME OF BUSINESS)

Signature

Date