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Québec  
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**LETTER OF INTEREST  
LETTRE D'INTÉRÊT**

Comments - Commentaires

Vendor/Firm Name and Address  
Raison sociale et adresse du  
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Issuing Office - Bureau de distribution  
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K1A 0S5

<b>Title - Sujet</b> Alternate guard services	
<b>Solicitation No. - N° de l'invitation</b> EN578-210714/A	<b>Date</b> 2021-01-12
<b>Client Reference No. - N° de référence du client</b> 20210714	<b>GETS Ref. No. - N° de réf. de SEAG</b> PW-\$\$ZL-104-38903
<b>File No. - N° de dossier</b> 104zl.EN578-210714	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> Eastern Standard Time EST <b>on - le 2021-02-03</b> Heure Normale du l'Est HNE	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Cayer, Sophie	<b>Buyer Id - Id de l'acheteur</b> 104zl
<b>Telephone No. - N° de téléphone</b> (613) 858-8846 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> Specified Herein Précisé dans les présentes	

Instructions: See Herein

Instructions: Voir aux présentes

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

**REQUEST FOR INFORMATION**  
**REGARDING SERVICE PROVIDER(S) FOR GUARD SERVICES**  
**FOR THE GOVERNMENT OF CANADA**

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## **Request for Information (RFI)**

### **Alternate Guard Services**

#### **1. Purpose and Nature of the Request for Information (RFI):**

Public Services and Procurement Canada (PSPC) is requesting Industry feedback regarding alternate guard services. The following documents are included in this RFI:

- Annex A - Draft Statement of Work;
- Annex B - List of Questions.

In order to ensure a successful procurement for the provision of alternate guard services as a back-up to the Right of First Refusal (RFR – see article 2 Background Information below), industry will be engaged in a consultative process as the first step in the procurement process. Canada is seeking information on current marketplace best practices and capabilities, the draft statement of work, proposed locations, the levels of guards, rates, selection methodology, barriers to bidding, and socio-economic benefits, specifically the hiring and retention of Veterans, aboriginals, ethnic minorities, women, etc. The intent is to identify and give consideration to all input prior to issuance of a final solicitation.

In consideration of industry's insights and other operational imperatives, the RFI is being used to initiate engagement with industry to help further define the technical requirements and procurement strategy based on the common industry best practices and current market place capacity, as well as gauge supplier interest in the subsequent solicitation to follow.

The objectives of this RFI are to:

- help develop and finalize the resulting solicitation document; and
- provide information to the industry about the proposed procurement strategy and technical requirements.

This RFI is neither a call for tender nor a bid solicitation. No agreement or contract will be entered into based on this RFI. The issuance of this RFI is not to be considered in any way a commitment by the Government of Canada, nor as authority to potential respondents to undertake any work that could be charged to Canada. This RFI is not to be considered as a commitment to issue a subsequent solicitation or result in any contractual vehicle(s) for the work described herein.

Although the information collected may be provided as commercial-in-confidence (and, if identified as such, will be treated accordingly by Canada), Canada may use the information to assist in drafting performance specifications (which are subject to change) and for budgetary purposes.

Respondents are encouraged to identify, in the information they share with Canada, any information that they feel is proprietary, third party or personal. Please note that Canada may be obligated by law (e.g. in response to a request under the Access of Information and Privacy Act) to disclose proprietary or commercially-sensitive information concerning a respondent (for more information: <http://laws-lois.justice.gc.ca/eng/acts/a-1/>).

Participation in this RFI is encouraged, but is not mandatory. There will be no short-listing of potential suppliers for the purposes of undertaking any future work as a result of this RFI. Similarly, participation in this RFI is not a condition or prerequisite for the participation in any potential subsequent solicitation.

Respondents will not be reimbursed for any cost incurred by participating in this RFI.

The RFI closing date published herein is not the deadline for comments or input. Comments and input will be accepted up to the time when/if a follow-on solicitation is published. Canada will review all responses received by the RFI closing date. Canada may, at its discretion, review responses received after the RFI closing date.

## 2. Background Information

Guard Services for any government department, agency or Crown Corporation listed in Schedules I, I.1, II of the *Financial Administration Act*, R.S., 1985, c. F-11, must be provided by the Canadian Corps of Commissionaires under the "Right of First Refusal" (RFR) granted by Treasury Board (<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12025>). This policy has been in place since World War II, with the 15 Canadian Corps of Commissionaires Divisions across Canada providing the guard services. In March 2020, the Treasury Board approved an extension of the RFR until 31 March 2023, and Canada values this social policy for providing employment opportunities for veterans. The primary method of supply currently in place is a National Master Standing Offer (NMSO - [EN578-201700/001/ZL](#)).

While Canada maintains its commitment to the RFR process with the Canadian Corps of Commissionaires, there are potential gaps in the provision of these services that need to be explored to ensure Canada maintains guard services availability. Due to the nature of the RFR process, a request for guard services may be declined by the Canadian Corps of Commissionaires. Furthermore, not all Schedules under the *Financial Administration Act*, R.S., 1985, c. F-11, fall under the RFR, meaning not all federal organizations are required to use the Canadian Corps of Commissionaires. There are also requirements for specialized guard services that cannot be provided under the terms and conditions of the NMSO. Therefore, establishing an alternate method of supply will create an efficient and complementary tool for client departments and agencies for requirements that are declined or that cannot be provided by the Corps.

As stated above, the Government of Canada is considering an alternate method of supply that would be a Request for Bids comprised of a Request for Standing Offer (RFSO) and a Request for a Supply Arrangement (RFSA) to qualify multiple suppliers per location across Canada, that can be used if/when the Canadian Corps of Commissionaires exercises their "right of first refusal" and decline the request for guard service(s), or when services are not able to be delivered for other reasons. The resulting methods of supply will also replace the existing back-up Regional Master Standing Offers (RMSO - EN578-121185) which are set to expire 31 March 2021.

The guard services that would form part of the alternate method of supply include, but are not limited to:

- a) Access Control Reception Desk Guard;
- b) Preventative Patrol Guard;
- c) Fixed or Visual Guard;
- d) Parking Enforcement and Traffic Control Guard;
- e) Loading Dock Guard;
- f) Escort Guard;
- g) Screening Guard
- h) Crowd Control Guard;
- i) Waste Disposal Guard;
- j) Issuing Identification Cards Guard; and
- k) Processing Security Clearances Guard.

## 3. Security Requirement

It is anticipated that at the issuance of the Standing Offer(s) (SO) and/or Supply Arrangement(s) (SA) the contractor(s) will require a Facility Security Clearance (FSC) at the level of Secret (FSC-Secret) issued by the Contract Security Program, Industrial Security Sector of PSPC.

*Potential suppliers whose organizations currently do not hold a valid required Security Clearance are encouraged to initiate the security clearance process immediately by requesting sponsorship from the Contracting Authority by e-mail as this process can take up to a year to complete.*

Should potential suppliers wish to obtain a sponsorship from the Contracting Authority, the request must include the following information:

Legal name of the company:  
Business Name, if different from legal name:  
Mailing address:  
Civic address, if different from mailing address:  
Company telephone number:  
Company fax number:  
Surname and Given Name of the contact person (Canadian Official):  
Title of the contact person:  
Telephone number of the contact person:  
E-mail address of the contact person:  
Language preference (English or French):

Upon request, the Industrial Security Sector (ISS) of PSPC will send the interested potential suppliers with the necessary documentation, which will require completion by the suppliers.

Security Requirements within the Call-ups and /or contracts will vary – some will require Reliability Status guard(s), whereas others will state the need for Secret cleared guard(s). Some may require Document Safeguarding Capabilities (DSC) with Information Technology (IT) Media.

There are no direct costs charged to potential suppliers wishing to request a Designated Organization Screening (DOS) or a Facility Security Clearance (FSC). However, the potential suppliers may incur indirect costs, which results from being required to meet the minimum standards such as installing mechanisms for document safeguarding, if applicable.

For further information on Organization security screening: <https://www.tpsgc-pwgsc.gc.ca/esc-src/organisation-organization/index-eng.html>

#### **4. Legislation, Trade Agreements, and Government Policies**

The following is indicative of some of the legislation, trade agreements and government policies that could impact any follow-on solicitation(s):

- a) Treasury Board Common Services Policy;
- b) Federal Contractors Program for Employment Equity (FCP-EE); and,
- c) Canadian Free Trade Agreement (CFTA).

#### **5. Schedule**

In providing responses, the following schedule should be utilized as a baseline:

RFI posting – beginning of January 2021  
Request for bids posting – end of February 2021  
Standing Offer/Supply Arrangement issuance – mid-April 2021

## **6. Important Notes to Respondents**

This is not a bid solicitation, therefore Canada will not necessarily respond directly to enquiries in writing or by circulating answers to all potential suppliers.

Interested Respondents may submit their responses, via email to:

Sophie Cayer  
Supply Team Leader  
Project Delivery Services Division ZL  
Specialized Professional Services Procurement Directorate  
Services and Technology Acquisition Management Sector  
Procurement Branch  
Public Services and Procurement Canada

Email: [Sophie.Cayer@tpsgc-pwgsc.gc.ca](mailto:Sophie.Cayer@tpsgc-pwgsc.gc.ca)

Respondents are requested to submit their feedback in either official language of Canada. Respondents should submit only pertinent information in response to this request. The inclusion of general marketing or technical manuals is discouraged, unless they provide specific information that has been requested in this document. Of particular interest, Respondents are encouraged to respond to the questions listed at Annex B.

A point of contact for the Respondent should be included in the package.

Changes to this RFI may occur and will be advertised on the Government Electronic Tendering System. Canada asks Respondents to visit [Buyandsell.gc.ca](http://Buyandsell.gc.ca) regularly to check for changes, if any.

## **7. Closing date for the RFI**

Responses to this RFI are to be submitted to the PWGSC Standing Offer Authority identified above, on or before February 3, 2021.

## ANNEX A

### STATEMENT OF WORK

#### 1. SCOPE

##### 1.1 Objective

The Government of Canada has a requirement for the provision of licensed security guard companies to provide security guard services at various locations throughout Canada.

##### 1.2 Background

Guard Services for any government department, agency or Crown Corporation listed in Schedules I, I.1, II of the *Financial Administration Act*, R.S., 1985, c. F-11, must be provided by the Canadian Corps of Commissionaires under the Right of First Refusal (RFR) granted by Treasury Board (<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16579>). This policy has been in place since WWII, with the 15 Canadian Corps of Commissionaires Divisions across Canada providing the service. The method of supply currently in place is a National Master Standing Offer (NMSO - [EN578-201700/001/ZL](#)).

As the granted RFR can result in the Canadian Corps of Commissionaires turning down a request for guard services and the fact that not all Schedules under the *Financial Administration Act*, R.S., 1985, c. F-11., fall under the RFR, meaning not all federal organizations are required to use the Canadian Corps of Commissionaires, the need for an alternate Method of Supply for Guard Services exists.

#### 2.0 REFERENCE DOCUMENTS

- 2.1 The Security Officers and Security Officer Supervisor's standard, CAN/CGSB-133.1-2017 (or previous standard, CAN/CGSB-133.1-2008) as approved by the Canadian General Standards Board. An overview of this standard can be viewed by accessing the following website:

<https://www.scc.ca/en/standards/work-programs/cgsb/security-officers-and-security-officer-supervisors>

- 2.2 The Security Officers and Security Officer Supervisor's standard, designation number CAN/CGSB-133.1 cannot be affixed to this document due to Copyright constraints, however it is available for purchase at the following website:

<http://www.techstreet.com/cgsb/searches/13720031>

#### 3. REQUIREMENT

##### 3.1. Scope of work

##### 3.1.1 Guard(s) and supervisor(s)

The contractor must provide:

- a) Guard(s) and/or supervisor(s) on an "as and when requested" basis to cover all applicable posts services as detailed in section 3.2.1;
- b) Guard(s) and/or supervisor(s) on an "as and when requested" basis as per the Standard of Selection as detailed in section 3.2.2;
- c) Uniforms and equipment for guard(s) and/or supervisor(s) as detailed in section 3.2.3;
- d) Training for guard(s) and/or supervisor(s) as detailed in section 3.2.4; and
- e) A management structure as detailed in section 3.2.5.

## **3.2 Tasks**

### **3.2.1 Applicable Post Services**

The Contractor must provide guard(s) and/or supervisor(s) for the following services on an "as and when requested" basis.

For all the applicable post services detailed below, the Contractor must ensure all guard(s) and/or supervisor(s) provide common requirements/services that include but are not limited to:

- a) complying with post orders;
- b) assisting visitors and Government of Canada (GoC) employees;
- c) if/when required, provide first aid;
- d) responding to all security and emergency situations;
- e) carrying out evacuation procedures in the event of a fire or emergency;
- f) use of force (to be further defined); and
- g) summoning and coordinating with law enforcement when necessary to address a situation.

Through a formal process that involves the Identified User and the Technical Authority, additional guard posts can be added to the list below. This would be accomplished through an amendment to the Standing Offer. Like the guard posts below, any additional guard post will have to fall within the scope of the training offered under above article 3.2.4 - Minimum Training Requirements

#### **3.2.1.1 Access Control Reception Desk Guard**

Duties include, but are not limited to:

- a) signing visitors in and out;
- b) enforcing access control procedures;
- c) providing directions to both visitors and employees;
- d) theft protection;
- e) emergency procedure assistance;
- f) answering phone calls;
- g) responding to email requests for visitor access; and
- h) operating multi-line phone systems.

#### **3.2.1.2 Preventive Patrol Guard**

Duties include, but are not limited to:

- a) performing security preventive patrols in accordance with the Identified User's requirements;
- b) ensuring a list of activities to be completed while on patrol is determined in advance of patrol;
- c) ensure the timing and route of the patrol are varied so as to not become too predictable;
- d) performing patrols with the required equipment (e.g. working communication equipment, working flashlights etc.);
- e) checking all floors inside and all areas outside the building, including but not limited to parking and loading docks;
- f) identifying potential security risks and requirements inside the location as well as the outside premises, such as, but not limited to, doors left ajar, doors not closing completely, unrecognizable smells and unrecognizable sounds;
- g) observe and provide recommendations on how to reduce and prevent risks and threats, as requested;
- h) following the contract protocol as defined in the post orders in cases of any security incidents, technical issues, or compromises that affect the site;



- i) check with the guard at post, where applicable, before leaving the premises to confirm that the patrol is completed and that they are leaving; and
- j) completing a Guard Report immediately after the patrol, outlining any corrective action recommended, security incidents and alarm responses (if an alarm is triggered during the patrol).

If the preventive patrol guard triggers an alarm, the patrol guard must call the Alarm Monitoring Service Provider, identifying themselves as the patrol guard and confirm that they caused the alarm while entering/leaving the premises.

#### 3.2.1.3 Fixed or Visual Guard

Duties include, but are not limited to providing continuous security observation, either visually or through the assistance of surveillance cameras.

#### 3.2.1.4 Parking Enforcement and Traffic Control Guard

Duties include, but are not limited to:

- a) controlling traffic at entrances to buildings or in parking lots to ensure traffic safety and to assist in the movement of vehicles;
- b) using conventional signals and movements in order to be understood and seen by drivers;
- c) provide parking enforcement of the various parking by-laws;
- d) issue parking infraction notices; and
- e) coordinate towing of unauthorized vehicles.

#### 3.2.1.5 Loading Dock Guard

Duties include, but are not limited to:

- a) providing full access control;
- b) stopping all vehicles before they enter the building and checking manifests to ensure validity;
- c) calling contacts on manifests to inform addressees of deliveries and confirm they are expected;
- d) obtaining and confirming proper identification of delivery personnel and updating the Loading Dock Log before access is granted; and
- e) inspecting and verifying contents of vehicles before they enter the building.

#### 3.2.1.6 Escort Guard

Duties include, but are not limited to:

- a) obtaining written instructions from the Identified User or the guard at post, briefing what floors the third party have been granted access to and if access keys are required to conduct the escort;
- b) escorting the third party contractors at all times;
- c) safe and timely escorting of designated public and government personnel in and out of buildings; and
- d) issuing and retrieving GoC property (e.g. visitor badges, etc.)

The Identified User should electronically (by e-mail) notify the Contractor a minimum of 48 hours before an Escort Guard is required. Although all efforts will be made to provide a minimum of 48 hours' notice, suppliers must have capacity to provide an Escort Guard on notice as short as 4 hours in certain emergency situations (e.g. after hours unforeseen maintenance or repair).

#### 3.2.1.7 Screening Guard

Duties include, but are not limited to:

- a) screening persons, belongings and parcels for weapons or other prohibited items; and
- b) using x-ray screening equipment, walk through metal detectors and hand-held metal detectors.

#### 3.2.1.8 Crowd Control Guard

Duties include, but are not limited to:

- a) controlling access to a site, including monitoring entrance and gate passage;
- b) inspection of bags; and
- c) controlling or restoring order to a crowd.

#### 3.2.1.9 Waste Disposal Guard

Duties include, but are not limited to:

- a) Picking up and shredding Protected information using standard shredding equipment;
- b) Disposing of information up to Secret level using an approved RCMP shredding machine; and
- c) Disposing of information technology equipment using an approved Communications Security Establishment machine.

#### 3.2.1.10 Issuing Identification Cards Guard

Duties include, but are not limited to:

- a) Ensuring that all required equipment is operational;
- b) Before issuing a security ID card, verify that the worker is in possession of a valid security clearance; and
- c) Updating the appropriate data base of the employees' status within the department.

#### 3.2.1.11 Processing Security Clearances Guard

Duties include, but are not limited to:

- a) In support of the departmental personal security program for all personnel who require a security clearance (Secret and above), verify the required forms for accuracy, ensuring to process their fingerprints and forward them to the RCMP for verification and any other related duties as specified by the personnel security manager.

#### 3.2.1.12 Supervisor Duties

The general duties assigned to the Supervisor are stated below. Duties in addition to what are listed will form part of the related post orders. As such, the Contractor must provide supervisors with responsibilities that include, but are not limited to:

- a) Assigning qualified guards with a valid security clearance to their required assignment or post.
- b) Supervising all guards on duty and ensuring quality services.
- c) Ensuring incident reports are completed and forwarded to the Identified User and additional personnel as defined within the post orders within 24 hours of an occurrence.
- d) Ensuring all guards comply with post orders and operational procedures, policies and procedures.
- e) Ensuring all guards are up to date with any new issues or situations (provided by the Identified User) by debriefing them and handing out procedures or instructions 15 minutes at the end and before each shift, as required.
- f) Ensuring the completion of all forms, reports and paperwork required by the Identified User, in accordance with the post orders and operational procedures.

- g) Ensuring initial and ongoing on-site training of new guards.
- h) Ensuring that all staff understand and follow the Fire and Evacuation Plan, and that all safety measures are implemented (alarm panels, fire alarms, emergency doors, cameras, etc. as specified by the Responsible Building Authority).
- i) Providing continual reviews with staff on post orders and operational procedures.
- j) Being the main point of contact for guards on duty in providing issue resolution.
- k) Managing emergency situations until the arrival of the Identified User.
- l) Performing and applying corrective action immediately when there is a deficiency or obvious performance issue with a guard or post.

### **3.2.2 Standard of Selection**

The Contractor must provide guard(s) and/or supervisor(s) on an “as and when requested” basis as per the following Standard of Selection:

a) Citizenship

All detention guard(s) must be Canadian Citizens, landed immigrants or permanent residents of Canada that hold a valid employment authorization document.

b) Abilities

The detention guard as a minimum must have:

- i. A demonstrated ability to read, write and speak in English or French as specified in each Call-up (bilingual guards may be required for some areas; fluency in a local Indigenous dialect would be an asset in other areas); and
- ii. Basic level computer skills, where required.

c) Health Standards and Mobility Standards

- i. Provide guard(s) and/or supervisor(s) that are in a state of health consistent with the ability to perform the required safety and security tasks.
- ii. At a minimum, ensure that all guard(s) and/or supervisor(s) meet the standards outlined in [Security Officers and Security Officer Supervisors CAN/CGSB-133.1-2017](#) (or previous standard, CAN/CGSB-133.1-2008), articles 4.1 through article 4.2.6.

d) Personnel Appearance

The Contractor must ensure that guard(s) and/or supervisor(s) are neat and clean in appearance. When applicable, for health and safety reasons, the guard(s) and/or supervisor(s) are prohibited from wearing jewelry and must ensure that hair longer than shoulder length is kept securely fastened.

### **3.2.3 Uniform Requirement**

#### **3.2.3.1 General Uniform Requirements**

The Contractor must provide all uniforms and ensure that they are identical in design, color and “non-military” style and must be worn by all guard(s) and/or supervisor(s) when providing services.

The contractor must ensure that all uniforms are:

- a) Regular dark color (navy or black) trousers, slacks or skirts, white shirt or blouse and plain dark color shoes or boots;
- b) Clean, pressed, properly fitting and in a state of good repair; and

- c) if/when a vest, raincoat, winter coat, cap, gloves or neck gaiter are worn, they match and complement the type of uniform worn.

#### 3.2.3.2 Equipment:

The Contractor must provide all necessary equipment required in the provision of services including but not limited to: working flashlights, radios, cellular phones, notebooks and computers.

#### 3.2.3.3 Use of Force (to be further defined following industry input)

The Contractor must provide all necessary equipment, including batons, hand-cuffs, ballistic vests.

#### 3.2.3.4 Personal Protective Equipment (PPE)

The contractor must provide all necessary PPE, including masks, face shields, face masks, gloves, hand sanitizer, etc.

### 3.2.4 Minimum Training Requirements

#### 3.2.4.1 Minimum guard training

The Contractor must:

- a) Provide guards that have successfully completed training in accordance with the [Security Officers and Security Officer Supervisors CAN/CGSB-133.1-2017](#) (or previous standard, CAN/CGSB-133.1-2008) – Security Officers Basic (Pre-Assignment) Training Program, as approved by the Canadian General Standards Board.
- b) Provide guards that have a valid basic qualification in First Aid to the St. John Ambulance Emergency level (or equivalent).

The table below provides an overview of the related content and the suggested hours of training.

<b>CAN/CGSB-133.1-2017 (or previous standard, CAN/CGSB-133.1-2008) Security Officers Basic (Pre-Assignment) Training Program</b>		
<b>#</b>	<b>Training Program Content</b>	<b>Suggested Hours of Training</b>
1	Administration/Introduction/Evaluation of Candidates' Knowledge	3
2	Introduction to Duties and Responsibilities	2
3	Professionalism and Public Relations	3
4	Legal Authorities, Duties and Responsibilities	6
5	Use of Force Principles and Guidelines	6
6	Alarm and Protection Systems	2
7	Traffic Movement	1
8	Personnel and Material Access Control	3

9	Report Writing, Note Taking, Evidence and Crime-Scene Sketching	4
10	Response to Emergency Situations (Bombs, Fires, Suspicious Packages etc.)	9
11	Patrol Procedures	4
12	Labour Disputes	2
13	Relations with Police	1
14	Effective Communications	8
15	First Aid/CPR Training	Additional Hours as Required

#### 3.2.4.2 Minimum supervisor training

The Contractor must:

- a) Provide supervisors that have completed 3.2.4.1 above; and
- b) Provide Supervisors that have successfully completed training in accordance with the [Security Officers and Security Officer Supervisors CAN/CGSB-133.1-2017](#) (or previous standard, CAN/CGSB-133.1-2008) – Security Officer Supervisors (Pre-Assignment) Training Program, as approved by the Canadian General Standards Board.

Note the table below provides an overview of the related content and the suggested hours of training.

<b>CAN/CGSB-133.1-2008 Security Officer Supervisor (Pre-Assignment) Training Program</b>		
<b>#</b>	<b>Training Program Content</b>	<b>Suggested Hours of Training</b>
1	Administration/Introduction/Evaluation of Candidates' Knowledge	4
2	Supervision	7
3	Human Resources and Staff Relations	7
4	Fire Prevention, Safety and Emergency Procedures	7
5	Legal Responsibilities	7
6	Performance Evaluation Reports and Techniques	2
7	On the Job Training Theory	1

#### 3.2.4.3 Retraining

The Contractor must:

- a) Retrain guard(s) and/or supervisor(s), at the Contractor's expense to ensure all required certifications are valid, or when it has been mutually agreed upon by the Contractor and the Identified User that the need to retrain exists.

#### 3.2.4.4 Additional Training/Licensing Requirements

Any additional new training and/or licensing requirements above and beyond what is stated in articles 3.2.4.1, 3.2.4.2 and 3.2.4.3 will be at the Identified Users expense, outside of the scope of this Standing Offer and/or Supply Arrangement.

#### 3.2.4.5 Site Orientation

The Contractor must ensure, at no cost to Canada, satisfactory completion of on-the-job orientation by all guards and/or supervisor(s) prior to commencing an assignment and re-assignment to a post including but not limited to:

- a) Thorough knowledge and understanding of post orders.
- b) Orientation and operation of security system.
- c) Orientation and operation of fire equipment.
- d) Access control.
- e) Key control.

Whenever it becomes necessary to assign or reassign guards to a post for the first time without the guards having first completed on-the-job orientation, the Contractor must arrange, at their own expense, to have new guards "double bank" with experienced guards from the work site, prior to the guard taking over the post on their own. The Contractor's supervisor or a designate must visit the post to ensure that new guards are knowledgeable and performing their duties.

### 3.2.5 **Management Structure**

The Contractor must provide the following resources:

#### 3.2.5.1 Executive Level Representative

The Executive Level Representative must:

- a) Be at a senior level within Contractor's organization and be responsible for communicating with the Standing Offer (SO)/Supply Arrangement (SA) Authority in regards to outstanding Contractual issues.
- b) Act as the Contractor's Representative for the SO/SA; and
- c) Be the highest level of resolution and authority for all matters relating to the SO/SA.

#### 3.2.5.2 Account Representative

The Account representative must:

- a) act as the single point of contact for Identified Users' questions/issues;
- b) identify the expertise within their organization for follow-up to a) above; and
- c) play an active role in the resolution of all action items.

#### 3.2.5.3 Regional Supervisor

The Regional Supervisor responsibilities include, but not limited to:

- a) oversee day to day operational matters within the region; and

- b) ensure the effective, efficient, responsive and compliant delivery of the required services within the region.

#### **4. CONTRACTOR'S ROLES AND RESPONSIBILITIES**

The Contractor must:

- a) Possess a valid Security Agent Permit to operate in the province where they are providing service.
- b) Provide guard(s) and/or supervisor(s) that possess a valid Security Guard License for the province where the services are to be provided, and a valid security clearance in accordance with the requirement.
- c) Ensure that all guard(s) and/or supervisor(s) carry the valid Security Guard License while providing services.
- d) Ensure that guard(s) and/or supervisor(s) have a valid driver's license if/when requested to provide Vehicle Patrol Services.
- e) Ensure that, if the equipment is issued by the Identified User for use by the Contractor, it needs to be controlled and maintained. This includes, but is not limited to: two Way Radios; and computers.
- f) Provide properly trained resources as back-up support for illness, holidays or other absences.
- g) Ensure the proper number of relief guards are present on the worksite to perform relief duties during meals and rest period.
- h) In order to reduce the need for retraining or re-orienting guards, make best effort to assign the same resources to the post location.
- i) Ensure the satisfactory completion of on-the-job training by all guards and supervisors prior to assignment or reassignment, at no cost to the Government of Canada.
- j) Ensure consistency of services:
  - i. ensuring best effort is made to schedule the same guards at the same units; and
  - ii. providing properly trained back-up support in the event of illness, holidays, or other absences.
- k) Ensure that Canada is only billed for the services requested, For example, Canada will not be billed for:
  - i. Overfills - when the Contractor provides too many guards or guards for longer periods than requested.
  - ii. Shortfalls - when the requested services is not provided (e.g. late arrival of guard to post, guard leaving post early, insufficient number of guards). The Contractor must ensure that the Identified User is not billed overtime as a result of the Contractor having to fill the Shortfall.
- l) Ensure that all personnel adhere to the policy of the Government of Canada's that prohibits smoking on government premises.
- m) Ensure that Government owned property is only used for official business.

##### **4.1 Post Arrival**

The Contractor must:

- a) Inspect all post equipment to ensure it is operational.
- b) Check the post for cleanliness and perform any post maintenance required to maintain a safe and presentable work area.
- c) Account for all post keys.
- d) If applicable, ask the guard they are relieving if there is any important information to pass on.
- e) Ensure all necessary post paperwork and post forms are available.
- f) Locate and review the post orders.
- g) Report any post discrepancies to their supervisor (or delegate) immediately.

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## **4.2 Post Items Not Authorized**

The Contractor must ensure that:

- a) Televisions, radios and digital music devices, used for personal reasons are not permitted.
- b) The use of personal cell phones for non-security/non-emergency related matters are not permitted.
- c) Hand-carried bags of all types (purses, back packs, etc.) are kept out of the sight of the general public.
- d) Only work-related reading material is allowed. Personal reading material such as newspapers, magazines, school books, etc., are not permitted.
- e) Food items and beverages, (exception: water in clear bottles or cups) are not permitted at post.
- f) No eating on post, unless the post orders specify otherwise.

## **4.3 Post Orders**

Post orders are written documents that clearly outline duties, responsibilities and expectations of the security operations at a facility. They also provide instructions on how to specifically respond to predictable situations that may occur. The creation of the post orders are the responsibility of the Identified User.

The sample post order in Appendix 1 to Statement of Work – Sample Post Order, provides an overview.

The Contractor must:

- a) Adhere to all post order duties, responsibilities and expectations.
- b) Ensure that all personnel providing related services have signed off that they have read and understand the post orders.
- c) Ensure post orders are located in a safe place, out of public view.

## **5. GOVERNMENT OF CANADA'S ROLES AND RESPONSIBILITIES**

### **5.1 Department Security Officer**

As per the Directive on Department Security Management, the Chief Security Officer (CSO) is to manage the departmental security program and is responsible for:

- a) Planning;
- b) Governance;
- c) Management of Security Risks;
- d) Monitoring and Oversight;
- e) Performance Measurement and Evaluation; and
- f) Government Wide Support.

While the above Directive is all encompassing when it comes to a department security program, there are elements within the Directive that apply to the security services provided under this SO/SA. These elements are stated below.

#### **5.1.1 Planning**

From a planning perspective, the CSO (or delegate) is responsible for developing, implementing, monitoring and maintaining a Department Security Plan. This includes, but is not limited to:

- a) The creation of the post orders and their administrative review once a year.



### 5.1.2 Governance

From a governance standpoint, this includes, but is not limited to:

- a) Providing input into the Statement of Work.

### 5.1.3 Monitoring and Oversight

From a monitoring and oversight perspective, this includes, but is not limited to:

- a) Monitoring the effectiveness of the security services being provided.
- b) Ensuring that security controls remain current.

### 5.1.4 Performance Measurement and Evaluation

From a performance measurement and evaluation perspective, this includes, but is not limited to:

- a) Evaluating the security services to ensure services being provided meet all requirements.

## 5.2 **Identified User**

The Identified User is responsible for:

### 5.2.1 General Requirements

If/when required, as stated in the post orders, the provision of:

- a) office space;
- b) office furnishings (e.g. chairs, desks);
- c) landline phones;
- d) limited network access;
- e) any communication equipment required by the Identified User or essential to the safety of the provision of guard services (e.g. radio);
- f) up to date post orders; and
- g) all required post forms.

### 5.2.2 Verification of received invoices and follow-up with the contractor for any discrepancies.

### 5.2.3 Creation of Post Orders

- a) ensuring Departmental Security Officer or the authorized representative creates the post orders and maintains them relevant to the current work environment; and
- b) ensuring post orders are of sufficient detail to allow the Contractor to effectively carry out their duties.

### 5.2.4 Post Orders Revision

- a) ensuring the Departmental Security Officer or authorized representative review the post orders a minimum of once a year or as required and update accordingly for any changes to procedures; and
- b) ensuring the original post orders and any amendments are dated.

## 6. **CONSTRAINTS**

### 6.1 **Deficiencies**

Should a guard or supervisor be found unsuitable to, or a deficiency found in the services provided, the nature of the issue should be stated in writing by the Identified User and forwarded to the Contractor. Upon receipt of the written notice, the Contractor must, within one (1) business day, propose corrective action for the Identified User's review/approval and specify the date the corrective action will be implemented. Any costs associated with the corrective action will be borne by the Contractor.

If the deficiency is not corrected by the agreed date and the corrective action remains outstanding, the SO/SA Authority should be notified.

Where a deficiency remains, this could be deemed to be a material breach of the call-up/contract entitling the Identified User to terminate the call-up/contract for cause in accordance with the related terms and conditions.

## **6.2 Language**

The Contractor must:

- a) Upon request, provide guards who are able to read and speak English or French. In addition, some post locations may require personnel to understand, read and speak in both official languages. The requirement to provide bilingual services will be identified in the resulting call-up/contract. The call-up/contract authority should also specify on the call-up/contract, the hours for which bilingual services are required.
- b) Upon request, provide guards that are bilingual.
- c) Ensure that, if the guard providing requested bilingual services temporarily leaves a post, the guard continuing to provide the services can provide the same level of bilingual services.

### **6.2.1 Definition of Oral Bilingual Communications**

Effective communications in both official languages means the ability to communicate orally, to clearly understand and be understood in both English and French.

The following is the acceptable level of second language ability for guards to ensure effective communications for purposes of meeting the requirements of the call-up/contract.

The Contractor must:

- a) Ensure guards can meet the following acceptable level of second language ability:
  - i. a person at this level can sustain a conversation on concrete topics relevant to the duties as specified in the Call-Up/contract. He/she can give factual descriptions of actions taken, give straightforward instructions and directives to the public and visitors to the site, and give straightforward explanations; and
  - ii. at this level of oral interaction, an individual can handle most telephone and face to face conversations requesting concrete, routine information from members of the public or visitors to the site about services, publications, locations, numbers, times, dates, etc.
- b) Ensure that communications and services of their offices are actively offered in English and French, as per the [Appendix 2 – Definition of the Government of Canada Directive on Official Languages for Communications and Services.](#)
  - i. clearly indicate visually and verbally that members of the public can communicate with and obtain services from a designated office in either English or French.

Mechanisms are in place to ensure that services are available in the official language chosen by the member of the public; and

- ii. the availability of communications and services in both official languages can be promoted in a number of ways including: Prominently displaying the official languages symbol; Greeting members of the public in both official languages, beginning with the official language of the majority of the population of the province or territory where the office is located; For example, "Hello/Bonjour, Can I help you/puis-je vous aider" for all provinces outside of Quebec and "Bonjour/Hello, puis-je vous aider/can I help you" in the Province of Quebec.

### **6.3 Performance and Quality Management**

The Contractor must:

- a) Develop and implement actions to correct or improve any performance or non-conformance issues identified by the Identified User and or the SO/SA Authority.
- b) Monitor and, if necessary, adjust any actions developed and implemented to correct or improve performance or non-conformance issues.
- c) Upon request, report on the progress of any corrective actions.

## **7. MEETING**

The Contractor will not be reimbursed for any costs incurred for meetings.

### **7.1 Kick off Meeting**

A Kick-off meeting will be held within thirty (30) working days from the date of Standing Offer/Supply Arrangement (SO/SA) issuance. The kick-off meeting will be organized as a teleconference. The exact time and location of the kick-off meeting will be provided after SO/SA issuance.

The purpose of the kick-off meeting will be to:

- a) Review the SO/SA requirements;
- b) Discuss the reporting requirement; and
- c) Review and clarify the respective roles and responsibilities of the SO/SA Authority, the Project Authority and the Contractor to ensure common understanding of the requirement and the terms and conditions of the SO/SA.

### **7.2 Progress Review Meetings**

Progress review meetings will be completed as per the Project Authority's request during the first year of the SO/SA, and then occur once per fiscal year thereafter or more often if required. The PRM will be organized through a teleconference or held in person. In person meetings may be held at other locations if mutually agreed. The SO/SA Authority will be invited to attend Progress review meeting.

The purpose of the progress review meeting is to:

- a) Discuss and resolve operational, administrative or contractual issues; and,
- b) The Project Authority is responsible of coordinating Progress Review Meeting with the Contractor.

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## Appendix 1 to Annex A

### Sample Post Order

1. Contact Information
2. Reporting to Post Instructions
3. Shift Relief/Lunch and Break Periods
4. Acknowledgement of Understanding
5. Location of Post
6. Post Duties
7. Foot Patrols
8. Keys
9. Locking and Unlocking Doors
10. Cleaning Staff
11. Identification and Access Pass
12. Visitors
13. Fire Alarm
14. Bomb Threat or Suspicious Package
15. Medical Emergency
16. Base Building System(s) Failure
17. Vandalism/Theft
18. Parking Control
19. Control of the Posting of Signs/Posters
20. Freight Parcels and Courier Traffic
21. Lost and Found Registry
22. Removal of Government of Canada Equipment by Employees
23. Access Control during Silent Hours
24. Removal of Persons in Stalled Elevators
25. Unwanted Individual(s) On-Site
26. Strike/Demonstrations/Sit-Ins
27. Chemical Accident
28. Armed Intrusion, Shooting or Hostage Taking Situation
29. Newspapers
30. Building Contractors
31. 2 Way Radios
32. Post Reports

## Sample Post Order Information

### 1. Contact Information

Emergency Numbers should include, but are not limited to:

- a) Police.
- b) Fire.
- c) Ambulance.
- d) Hospitals.
- e) Building Maintenance.
- f) Building Heating.
- g) Building Electrical.
- h) Alarm Company.
- i) Elevator Company.
- j) Department Security Officer's contacts.

### 2. Reporting to Post Instructions

Should include, but is not limited to:

- a) Detailed instructions of guard responsibilities related to:
  - i) shift startup/change over; and
  - ii) new guard orientation.

### 3. Shift Relief/Lunch and Break Periods

Should include, but is not limited to:

- a) Detailed instructions of guard responsibilities in regards to adherence to:
  - i) shift relief protocol;
  - ii) lunch period; and
  - iii) break periods.

### 4. Acknowledgement of Understanding

Should include, but is not limited to:

- a) Detailed instructions of guard responsibilities in regard to:
  - i) ensuring post orders are both read and understood (e.g. as per below).

Table 1 – Acknowledgement of Post Orders			
By signing below, I have both read and understood the related post orders.			
Contractor	Personnel Name	Personnel Signature	Date


## **5. Location of Post**

Should include, but is not limited to:

- a) The exact location of the post.

## **6. Post Duties**

Should include, but is not limited to:

- a) A detailed description of each post and duties that correspond to the Statement of Work plus any additional duties.

## **7. Foot Patrols**

Should include, but is not limited to:

- a) A detailed description of the type of patrol e.g. if staggered, the frequency, the route and the location of punch stations, if applicable.

## **8. Keys**

Should include, but is not limited to:

- a) Number of keys.
- b) Where the keys are located.
- c) What the keys are used for.
- d) Who is authorized to use the keys.

## **9. Locking and Unlocking Doors**

Should include, but is not limited to:

- a) A complete list of doors, and when each door should be:
  - i) locked;
  - ii) unlocked.

## **10. Cleaning Staff**

Should include, but is not limited to:

- a) Name of the cleaning company.
- b) The hours of cleaning service.
- c) Name of a contact person from the cleaning company.
- d) Contact phones numbers in case of emergency.

## **11. Identification and Access Pass**

Should include, but is not limited to:

- a) Employee access pass protocol such as:
  - i) employees are required to visibly wear their Departmental Identification Cards at all times while on the premises and must be prepared to show their card to the guard upon request.
- b) Screening process to be followed for individuals entering the premises such as:
  - i) ensuring identification card has not expired;
  - ii) verification of photograph on the identification card versus the individual presenting the card; and
  - iii) if applicable, sign in and sign out.
- c) Process to follow when presented with an expired identification card, such as:
  - i) retaining; and
  - ii) returning to related department.
- d) Procedures to follow if/when an individual has forgotten or misplaced their identification card.

## **12. Visitors**

Should include, but is not limited to:

- a) Procedure to follow in regards to visitors (e.g. free entry, signing in, GoC escort required etc.)

## **13. Fire Alarm**

Should include, but is not limited to:

- a) Detailed instructions of guard duties and who is to be contacted (e.g. designated GoC employees as well as Fire Department and Police Department).
- b) What follow-up reports need to be completed.

## **14. Bomb Threat or Suspicious Package**

Should include, but is not limited to:

- a) Detailed instructions of guard duties and who is to be contacted (e.g. Contractor supervisor, designated GoC employees as well as Fire Department and Police Department).
- b) Process to follow for a) above, during normal working hours and silent hours.
- c) Process to follow if a suspicious package is found.
- d) What follow-up reports need to be completed.

## **15. Medical Emergency**

Should include, but is not limited to:

- a) Location of First Aid kit(s)/First Aid room.
- b) Process for administering First Aid.

- c) Process to follow if person requires evacuation (e.g. non serious injury or serious injury).
- d) What follow-up reports need to be completed.

#### **16. Base Building System(s) Failure**

In the event of an electrical power failure, elevator malfunction, heating/cooling system malfunction or other base building issues, should include, but is not limited to:

- a) Detailed instructions of guard duties and who is to be contacted (e.g. Contractor supervisor, designated GoC employees etc.)
- b) Process to follow for a) above, during normal working hours and silent hours.
- c) What follow-up reports need to be completed.

#### **17. Vandalism/Theft**

Should include, but is not limited to:

- a) Detailed instructions of guard duties and who is to be contacted (e.g. Contractor supervisor, designated GoC employees etc.)
- b) What follow-up reports need to be completed.

#### **18. Parking Control**

Should include, but is not limited to:

- a) Location(s) of the parking sites, access/exit routes, number of parking levels etc.
- b) Detailed instructions of guard duties.

#### **19. Control of the Posting of Signs/Posters**

Should include, but is not limited to:

- a) Detailed instructions of guard duties on how to:
  - i) control the posting of signs/posters outside Government of Canada tenant spaces.

#### **20. Freight Parcels and Courier Traffic**

Should include, but is not limited to:

- a) Detailed instructions of guard duties in regards to:
  - i) not being responsible for signing or accepting deliveries; and
  - ii) redirecting to receiving/loading dock (e.g. location etc.)

#### **21. Lost and Found Registry**

Should include, but is not limited to:

- a) Detailed instructions of guard duties for:
  - i) the control and disposition of found items; and
  - ii) when a loss is reported.



## **22. Removal of Government of Canada Equipment by Employees**

Should include, but is not limited to:

- a) Detailed instructions of guard duties in regards to
  - i) the process for removal of assets from the secured area; and
  - ii) what, if any, follow-up reports need to be completed.

## **23. Access Control during Silent Hours**

Should include, but is not limited to:

- a) Detailed instructions of guard duties for:
  - i) access control during silent hours.

## **24. Removal of Persons in Stalled Elevators**

Post instructions should include, but are not limited to:

- a) Detailed instructions of guard responsibilities related to:
  - i) the notification protocol (e.g. National Call Centre, Elevator Company);
  - ii) information gathering protocol (e.g. names, phone numbers etc.); and
  - iii) emergency procedures if/when required (e.g. person trapped is claustrophobic).

## **25. Unwanted Individual(s) On-Site**

Post instructions should include, but are not limited to:

- a) Detailed instructions of guard responsibilities related to:
  - i) the removal of unauthorized individuals from the premises;
  - ii) protocol when unauthorized individuals refuse to leave the premises; and
  - iii) what, if any, reports should be completed and to whom the reports should be sent.

## **26. Strike/Demonstrations/Sit-Ins**

Post instructions should include, but are not limited to:

- a) Detailed guard responsibilities related to:
  - i) the notification protocol (e.g. supervisor, related CSO, Police);
  - ii) how to control the situation if/when required; and
  - iii) what, if any, reports should be completed and to whom the reports should be sent.

## **27. Chemical Accident**

Post instructions should include, but are not limited to:

- a) Detailed guard responsibilities related to:
  - i) the notification protocol for the incident (e.g. supervisor, related CSO, Police, Fire Department);

- ii) decision making protocol on whether or not area or building evacuation is required;
- iii) notification protocol to evacuate area/building;
- iv) protocol for when safe to return to area/building;
- v) notification protocol for return to area/building; and
- vi) what, if any, reports should be completed and to whom the reports should be sent.

## **28. Armed Intrusion, Shooting or Hostage Taking Situation**

Post instructions should include, but are not limited to:

- a) Detailed guard responsibilities related to:
  - i) the notification protocol for the incident (e.g. supervisor, related CSO, Police);
  - ii) decision making protocol on whether or not area or building evacuation is required;
  - iii) notification protocol to evacuate area/building;
  - iv) if required, first aid response protocol;
  - v) protocol for when safe to return to area/building;
  - vi) notification protocol for return to area/building; and
  - vii) what, if any, reports should be completed and to whom the reports should be sent.

## **29. Newspapers**

Post instructions should include, but are not limited to:

- a) Detailed Guard responsibilities related to:
  - i) ensuring bundles of newspapers are not left at the security station; and
  - ii) how to dispose of newspapers that are left at the security station.

## **30. Building Contractors**

Post instructions should include, but are not limited to:

- a) Detailed Guard responsibilities related to:
  - i) controlling access passes for building Contractors;
  - ii) pre-authorization access process; and
  - iii) non pre-authorization access process.

## **31. Two-Way Radios**

Post instructions should include, but are not limited to:

- a) Detailed Guard responsibilities related to:
  - i) the use of two-way radios.

## **32. Post Reports**

Post instructions should include, but are not limited to:

- a) Detailed guard responsibilities related to:
  - i) the location of all post reports;

Solicitation No. - N° de l'invitation  
EN578-210714/A  
Client Ref. No. - N° de réf. du client  
EN578-210714/A

Amd. No. - N° de la modif.  
File No. - N° du dossier  
104ZL. EN578-210714/A

Buyer ID - Id de l'acheteur  
104ZL  
CCC No./N° CCC - FMS No./N° VME

- 
- ii) when reports need to be completed;
  - iii) accurate completion of reports;
  - iv) frequency of completing reports;
  - v) whom completed reports are sent to; and
  - vi) how and when completed reports are sent.

## **ANNEX B**

### **LIST OF QUESTIONS**

#### **1. Level of Guards and Rates**

Canada is not asking that rates be provided but rather provide details on your pricing structure and explain your practices with regard to rates and the services provided.

When providing guard services to your clients:

- a) Do you provide different levels of guards/supervisors and rates?
- b) If so, how many different levels and/or rates of guards do you provide? For example, multiple level for guards, one level for supervisors?
- c) What differentiates between the different levels of guards, supervisors, and/or rates? For example, is it based on type of service, training, experience, security clearance, bilingualism, etc.?
- d) How are other expenses such as vehicles, use of force, communication equipment, etc. billed to clients?
- e) How your rates are normally calculated, are they all-inclusive hourly rates?

#### **2. Selection Methodology**

Rather than a ranking, rotational, or proportional methodology, the selection methodology being considered for the allocation of the work will include a strategy where all technically qualified suppliers within a defined percentage of the median price will be issued a SO/SA. Clients would pick the supplier that best meets their requirement among the list of qualified suppliers within that location. This methodology is being considered to promote competition and ensure all qualified suppliers potentially gain business.

All technically qualified suppliers that submitted a bid will be issued a SO/SA.

Please provide thoughts, concerns, comments and proposed alternatives (with justification) for consideration.

#### **3. Locations**

Current plans are to issue multiple SO/SA across Canada on a per location basis, including the territories, as follows:

- a) Atlantic (Newfoundland and Labrador, Nova Scotia, New Brunswick and Prince Edward Island);
- b) National Capital Area (NCA);
- c) Ontario, excluding the NCA;
- d) Quebec, excluding the NCA;
- e) Prairies (Manitoba & Saskatchewan);
- f) Alberta (including the Northwest and Nunavut Territories); and
- g) British Columbia and Yukon.

Can you provide the services within the locations as described above, if not, provide details on what could be an alternative?

#### **4. Under-Represented Groups**

Do you currently employ individuals such as Indigenous peoples, visible minorities, women or other under-represented groups? Do you track these statistics? If so, how do you hire, incentivize, and retain them? What is the % in comparison to the other employees? Where do they work? Do they provide all levels of services?

If we would add a mandatory component to the SO/SA of employing Indigenous peoples, visible minorities, women, or other under-represented groups, would you be able to provide the guards to perform the required services? Should there be a minimum threshold? If not, what do you propose be included to incentivize suppliers to employ individuals from these groups?

**5. Overall**

- 5.1 Are the requirements in the Statement of Work sufficiently clear that you would be able to accurately bid on providing the requested services? Based on your experience with guard services, do you have any other suggestions, modifications or additional information required to ensure a solution that will meet Canada's objectives and requirements for guard services?
- 5.2 Current plans are to give 40 calendar days to submit an offer and/or an arrangement. Is this sufficient? If not, what is the absolute minimum number of days required?
- 5.3 What mandatory evaluation criteria or minimum experience would you propose to ensure quality guard services?
- 5.4 With regard to training, what is the standard training that guards receive before providing services to your clients?
- 5.5 With regard to use of force, do you offer use of force services? If so, what kind of training/certifications is provided to your guards?
- 5.6 With regard to Government of Canada security clearances, does your company hold a current and valid Government security clearance? If so, at which level.
- 5.7 With regard to personnel security clearance, do any of your guards hold a current and valid Government of Canada security clearance? If so, at which level?